

**To:** Finance, Resources and Customer Services Policy Board

**On:** 30 August 2017

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**Report by:** Director of Finance and Resources

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**Heading:** Council Workforce Plan 2017-2020

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**1. Summary**

1.1 The purpose of this report is to provide the Finance, Resources and Customer Services Policy Board with the new Council Workforce Plan 2017- 2020 for approval.

1.2 The Council Workforce Plan 2017- 2020, action plan and associated appendices are attached to this report.

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**2. Recommendations**

2.1 To approve the implementation of the Council Workforce Plan 2017 - 2020.

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**3. Background to the Council Workforce Plan**

3.1 The Council has undergone significant transformation in recent years and continues to adapt to immediate and long-term financial and national policy challenges. In response to the challenges ahead, the Council Workforce Plan 2017 - 2020 has been developed to ensure that our workforce is supported, equipped with the right knowledge and skills and capable to deliver on the Council's future workforce priorities.

3.2 The Council Workforce Plan builds on the successes of previous Council workforce plans implemented from 2009 to present. It provides a strategic link to the Council Plan, Better Council Change Programme (BCCP), Development Strategy 2016-2019 and Service Improvement Plans and considers Audit Scotland's Best Value Audit criteria.

3.3 The adopted workforce planning approach by the Council is a recognised 6 step integrated workforce planning methodology. This is a workforce planning model which enables the Council to take a consistent analysis of the workforce across all job groups and services. This methodology ensures that decisions made around the design of services and the development of the future workforce are sustainable, realistic and fully support the delivery of high quality service delivery. The table below outlines the 6 step workforce planning approach.

Key Stages in Workforce Planning Approach	
STEP 1	Define the key objectives of the plan.
STEP 2	Identify the drivers and demand on the service.
STEP 3	Examine workforce availability and challenges.
STEP 4	Determine the workforce priorities.
STEP 5	Provide a detailed action plan.
STEP 6	Detail future monitoring and review requirements.

3.4 Through engagement with services and trade unions it emerged that workforce planning priorities can be summarised under the 5 key themes below.

- A Modernised and Flexible Workforce;
- A Developing Workforce;
- A Resilient Workforce;
- A Skilled Workforce; and
- A Partnering Workforce.

3.5 These themes feature within the Council Workforce Plan, along with key actions to address the current and future workforce requirements, challenges and opportunities for improvement. The key actions under each theme are detailed in section 6 of this report.

#### 4. **Council Drivers and Demand**

- 4.1 The Council Workforce Plan highlights the impact of a number of national legislative, policy, social, digital and financial challenges and drivers currently impacting on the Council's workforce.
- 4.2 For example, over 26% of the population of Renfrewshire (46,442 people) are in the top 20% most deprived data zones in Scotland. This influences demands on a wide range of services, with those in the most deprived areas more likely to use Council services.
- 4.3 Demographics and population changes will inevitably impact on future service demand and consequently the future demands on our workforce, with more people, particularly older people, living with multiple long-term conditions. The age group that is projected to increase the most in size in Renfrewshire over the coming years is the 75+ age group. This will require the Council to dedicate an increasing proportion of its budget and support, through integration joint boards, to adult social care.
- 4.4 Free provision of early learning and child care provision is set to increase from the current level of 600 hours to 1140 hours per year by 2020. This will require a 90% increase in the availability of early learning and child care hours, therefore impacting on the numbers of qualified employees required. It is projected that the Council will need to increase early years' employees by 50% over the next 3 to 4 years.
- 4.5 The Scottish Attainment Challenge aims to achieve equity in educational outcomes. This has resulted in the Council securing an additional £3 million per year to recruit additional employees to support this key priority. In addition, there are proposals for the future review of education governance. These proposals, which have still to be fully clarified, may fundamentally change the role the Council has and the skill set required in delivering educational services.
- 4.6 Through welfare reform, the Council will gradually lose elements of housing benefit processing over the coming years as Universal Credit is rolled out. This will require the Council to look at the current service delivery model due to a forecasted growth in areas such as Advice Services, Rent Collection and Debt Advice.

4.7 The digital drivers and the opportunities that digital technology can offer in transforming the outcomes and experiences of our service users, as well as, improving the quality of Council information and workforce deployment will be progressed. The Council's Digital Strategy 2016-2019 sets out a vision and approach to tackling digital challenges to ensure that everybody, in the community and workforce, has the opportunity to reach their digital potential.

4.8 The nature of the Council's medium-term financial outlook means that the Council needs to continue to adopt strategic and sustainable plans linked to investment in priority outcomes and must be aligned to the resources and skills available to the Council.

## 5. **Key Workforce Challenges**

5.1 The Council Workforce Plan will support the workforce in adapting to transformational change to ensure that our workforce is supported, equipped and capable to deliver on the future challenges and priorities of the Council.

5.2 With an estimated future requirement of an annual saving of around £20 million per annum over the medium term, it is inevitable, in this financial context, that the Council will consider alternative ways of delivering services. Workforce planning will support service design in line with the Better Council Change programme to deploy the workforce effectively and consider and implement alternative ways of working.

5.3 To deliver the Council priorities and the services of the future, this will require a significant investment in identifying the skills required and in developing our workforce to be able to deliver on the challenges ahead. This will require a skills audit across council services and the investment in learning and development of all employees, supported by existing and revised HR policies. This will include a fair and consistent approach to supporting performance, development and review.

5.3 The Council has a diverse, capable and experienced workforce, however the workforce is ageing. This could pose a risk to service delivery over the next 5 to 10 years unless contingency plans are implemented, such as, a strategic approach to succession planning.

5.4 The age profile of the Council workforce shows that 37% of our workforce is over 50 years old. The largest age band falls between 51 and 55 years of age (18%) with significant numbers also falling into the 46-50 (16%) and 56 to 60 (12%) age bands. The profile also shows that only 5% of the workforce are under 25 years old.

- 5.5 The removal of a statutory retirement age means that it is difficult to predict with any certainty, how many of staff could choose to retire over the next 5 to 10 years. In this context, a review of our flexible retirement arrangements could assist employees in balancing life and work commitments by reducing their hours and transitioning into retirement. This aligned with succession planning, will ensure capacity is maintained, whilst skills and knowledge are transferred to strengthen workforce resilience. Strategies in retaining, attracting and engaging younger employees should also be considered and implemented through workforce planning.
- 5.6 Some areas of the Council are experiencing a higher than average rate of turnover, where key skills are lost and certain groups of employees are difficult to recruit. To improve workforce resilience, engage employees and retain the skilled employees we have, it is important to build the brand identity of Renfrewshire Council in promoting the excellent benefits of working here. This will highlight the career opportunities and progression routes available. It will also be important to streamline, improve and modernise the recruitment process, resulting in a positive experience for prospective employees, candidates and recruiting managers.
- 5.7 Our pay and grading model for Local Government employees was implemented in 2006 and is currently being reviewed with a view to future proofing the council from discrimination claims and integrating the Scottish Local Government Living Wage removing the need for supplements to hourly rates. This will strengthen employee engagement, retention and attract the best quality candidates to work for the Council.
- 5.8 Further partnership working across the Council, its joint bodies and external partners will be important in delivering the Council priorities of the future. Continued integration of services which support the HSCP strategic objectives by closer working between both sets of workforces will be important in reducing perceived inequalities between NHS and Local Authority employees.
- 5.9 Existing networks should be further developed and new networks explored with a view to sharing knowledge, skills, experience and resource to achieve common goals across other organisations, such as, Local authorities, local colleges/universities and the third sector.
- 5.9 Communication and engagement with our key stakeholders, particularly our trade unions and employees, will be essential in promoting a healthy working environment for employees. A collaborative approach

to addressing future workforce challenges whilst meeting the Council's strategic objectives will result in positive outcomes being achieved for the workforce and the Council's service users.

## 6.0 **Workforce Planning Priorities**

6.1 To deliver the outcomes of the Council Workforce Plan, workforce planning priorities under each of the key themes are identified below. Engagement and consultation with our trade unions has taken place throughout the development of the Council Workforce Plan and will continue as actions are implemented.

### **A Modernised and Flexible Workforce**

- Ensure workforce planning is embedded in Service Improvement Plans and aligned to the Council Workforce Plan.
- Review employment contracts within service areas that are experiencing difficulties to ensure employees are deployed most effectively.
- Support service re-designs in line with the Better Council Change Programme.
- Revise and develop HR & OD policies, frameworks and arrangements to support new ways of working.
- Implement a revised Pay and Grading model for Local Government Employees to strengthen equality, remove overlaps in pay grades, reduce increments and re-establish clear differentials between pay grades.
- Review and implement a revised Terms and Conditions package for Local Government Employees.

## 6.2 **A Developing Workforce**

- Deliver People Development and Leadership programmes – Leaders of the Future and ASPIRE.
- Review the current Learning and Development Strategy.
- Support on-the-job and specialist skills development.
- Implement a fair and consistent Performance, Development and Review system.
- Implement a talent planning approach across the Council for all employees.
- Develop a Coaching Programme.

## 6.3 **A Resilient Workforce**

- Implement an employee engagement and communication strategy.
- Build our employer brand identity in engaging, retaining and attracting employees.

- Develop and implement a succession planning approach.
- Develop an approach to career pathways.
- Review and implement a revised Supporting Attendance policy.
- Implement positive health, safety and wellbeing initiatives across the Council.

#### 6.4 **A Skilled Workforce**

- Develop a skills audit model to identify a Council-wide skills gap analysis.
- Review all people development solutions currently on offer across services.
- Comply with the Public Sector Equality Duty to eradicate any disparity of access to learning and development for protected groups.

#### 6.5 **A Partnering Workforce**

- Continue to foster and develop working relationships with strategic national partners and our community planning partners.
- Build on and enhance our strong working relationships with our health partners.
- Identify opportunities to work in partnership with neighbouring authorities and third sector organisations.
- Continue to engage and consult with our trade unions on all employment related matters.

#### 7.0 **Implementation, Monitoring and Review**

7.1 It is recognised that successful workforce planning is an active, ongoing dynamic process that must be monitored and adjusted where necessary. The Council will continually monitor the various strategies and actions identified in this plan to account for any internal or external developments.

7.2 It will be important to be able to evaluate the success of any initiatives by gathering meaningful data on employee and manager expectations, before, during and following the implementation of any workforce planning and organisational development strategies.

7.3 The Council Workforce Plan has been endorsed by the Corporate Management Team (CMT). Progress on the implementation of the Council Workforce Plan will be reported to the Finance, Resources and Customer Services Policy Board on an annual basis. Implementation of the Council Workforce Plan will be led and monitored by the Strategic OD and Workforce Planning Board.

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## Implications of the Report

1. **Financial** – The aim of the Council Workforce Plan is to support the Better Council Change Programme and modernise our ways of working and develop our employees to deliver better services to the people of Renfrewshire, whilst supporting the Council's long term financial sustainability.
2. **HR & Organisational Development** – The Council Workforce Plan 2017-2020 details a range of actions to be implemented to be supported by HR and OD.
3. **Community Planning** –
  - Children and Young People** – The Council Workforce Plan will assist the Council in providing increased free early learning and child care provision from the current level by supporting the increase in the numbers of qualified employees required.
  - Community Care, Health & Well-being** - The Council Workforce Plan will assist the Council by supporting Services to ensure they can be accessed by all.
  - Empowering our Communities** - The Council Workforce Plan will assist the Council to ensure we support communities to engage and participate effectively, for example, making it simpler for communities to request and manage public sector land and buildings, by planning the workforce to support this.
  - Greener** – The Council Workforce Plan will assist the Council in reducing waste and inefficiencies by working smarter.
  - Jobs and the Economy** - The Council Workforce Plan will assist the Council in providing and promoting opportunities for job placements through partnership working, traineeships and supporting career routes.
  - Safer and Stronger** – The Council Workforce Plan will assist the Council by ensuring partnerships remain strong across all sectors and that the council works effectively with community partners to enhance relations between different groups and communities in Renfrewshire.
4. **Legal** – Legislative drivers on the Council are highlighted in the Council Workforce Plan. Legislation may be implemented in future that will impact on the Council, services and the workforce.



5. **Property/Assets** – N/A
6. **Information Technology** – Some of the priorities in the Council Workforce Plan 2017- 2020 will require support from ICT.
7. **Equality & Human Rights** -
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – The Council's commitment to Health, Safety and Well-Being of employees is outlined in the Council Workforce Plan.
9. **Procurement** – N/A
10. **Risk** – Where comprehensive Service workforce plans are not implemented and progressed the Council risks losing capacity and skills in key areas. The Council-wide workforce plan supports the Council to manage workforce changes effectively and ensure that it has the right number of staff with appropriate skills and experience throughout the organisation. This is particularly important given the scale of the financial challenges and policy and legislative changes to be faced by the Council both now and in the future.
11. **Privacy Impact** – N/A
12. **Cosla Policy Position** – N/A

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### **List of Background Papers**

Council Workforce Plan 2017- 2020  
Appendix 1 – National Drivers on Workforce Demand and Availability  
Appendix 2 – Workforce Availability  
Appendix 3 – Council Workforce Plan – Action Plan 2017-2020

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# Renfrewshire Council Workforce Plan 2017–2020



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### **Dissemination Arrangements;**

- To Corporate Management Team
- To Finance, Resources and Customer Services Policy Board
- To Trade Unions
- Via Renfo and Public Site

Document Title:	Renfrewshire Council Workforce Plan 2017-2020		
Owner:	Head of HR	Lead Reviewer	Head of HR
Version No.	1.0	Superceded Version	Not applicable
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## Chief Executive Foreword

Our workforce is at the heart of the services we deliver across Renfrewshire and it is their skills, performance and commitment that determines how well we meet the needs and aspirations of Renfrewshire's communities and how we will achieve the priorities of the Council Plan.

As we modernise and re-design our services in order to meet our commitments, our workforce may be required to change what they do, to work in new and different ways, and to work to further strengthen our partnership working arrangements.

This Council Workforce Plan sets out how we intend to support our employees and deliver on the workforce priorities during the transformational change and reform programmes already underway. It sets out the current drivers and demands on our services and workforce, and details the actions we will take to anticipate future workforce needs based on legislative requirements, changes in demographics and the impact of ongoing changes to service provision. It has been developed through consultation with our recognised trade unions and internal stakeholders.

Our vision is to have a healthy organisational culture, where effective leadership is demonstrated and results in a sustainable and capable workforce. We already have a wide range of knowledge, experience, skills and talents across our workforce and we are committed to strengthening the development of all employees and in supporting their resilience and readiness to deliver high quality services to our community, now and in the future.



**Sandra Black**  
**Chief Executive**

## Executive Summary

The Council's workforce is highly diverse and extremely complex, reflecting the range and type of services which the organisation delivers. The workforce has undergone significant transformation in recent years and continues to positively adapt within reducing budgets. Whilst it has reduced significantly in size, our workforce continues to deliver high quality and improving services to the people of Renfrewshire.

This Council Workforce Plan is strategically aligned to the Council Plan and Better Council Change Programme (BCCP). It captures the workforce implications of the Council's ongoing process of transformation and the challenges and opportunities that exist and sets out the key workforce planning actions required in the coming years.

Each service in the Council has developed its own Service Improvement Plan (SIP) with a three year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of the people of Renfrewshire 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 will need to be supported by workforce planning and employee development initiatives outlined in our Organisational Development (OD) Strategy. 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 OD Strategy to be implemented accordingly in the context of both the Council's future financial landscape and the objectives of the BCCP. It is also necessary to analyse the existing workforce in quantitative and qualitative terms, in relation to its capability and capacity to deliver on the medium and longer term objectives of Council Plan, BCCP and the SIPs.

The Council Workforce Plan aims to address future workforce challenges and opportunities which have been derived from five strategic themes that emerged from workforce plans produced across the Council's services. The themes are:

- A Modernised and Flexible Workforce;
- A Developing Workforce;
- A Resilient Workforce;
- A Skilled Workforce; and
- A Partnering Workforce.

Key workforce planning priorities in support of these strategic themes are being actively taken forward and the HR & OD section will monitor and measure the extent to which progress is being made towards these planned outcomes. There will be ongoing consultation with trade unions regarding workforce planning activities as appropriate. Workforce planning is by its nature iterative and therefore the Council Workforce Plan will continue to evolve to match the objectives and aspirations of the organisation. This equally applies to each service's Workforce Plan. Services will put similar arrangements in place for monitoring and measuring their key priorities over the next 3 years and beyond.

## SECTION 1.0: BACKGROUND TO THE COUNCIL WORKFORCE PLAN

### 1.1 Introduction

- 1.1 The development of the Council Workforce Plan has been informed by the approach and criteria set out in Audit Scotland's Best Value Audit carried out in 2017.

### 1.2 Responsibility for the Plan

- 1.2.1 The Council Workforce Plan has been endorsed by the Corporate Management Team (CMT) and will be approved by the Council's Finance, Resources and Customer Services Policy Board. Progress on the implementation of the Council Workforce Plan will be reported to this Board on an annual basis.
- 1.2.2 Implementation of the Council Workforce Plan will be led and monitored by Strategic OD and Workforce Planning Board. All senior managers, managers and elected members need to support and contribute to the achievement of the plan objectives.
- 1.2.3 Workforce planning is a continuous process of shaping the workforce to ensure it is capable of delivering organisational objectives both now and in the future. It is about shaping the workforce with a clearly identified purpose and to bring about particular changes, with a strong focus on improving how the Council operates and delivers services. Workforce Planning is about having the right people, with the right skills, in the right place, at the right time.
- 1.2.4 The development of this Council Workforce Plan will support and complement the achievements already attained across a number of services which includes:
- The Paisley bid for UK City of Culture 2021 has been shortlisted into the final stages of the bid process;
  - The progress of the Glasgow and Clyde Valley City Deal;
  - Supporting the successful resettlement of Syrian refugees in Renfrewshire;
  - The continued regeneration of Renfrewshire;
  - A redesign of children's social work services;
  - Continued investment in making Renfrewshire more sustainable, with significant progress being made on street lighting and flood prevention;
  - The Tackling Poverty programme continues to deliver significant savings for residents across in Renfrewshire;
  - The Council now being an accredited living wage employer;
  - The Council being named as a Scottish Attainment challenge authority;
  - Attainment levels in literacy and numeracy at SCQF level 4 continues to improve;
  - A continued increase of people moving directly into work as a result of the Council's Invest in Renfrewshire's employability programme;

- The Council being the first in Scotland to deliver a successful Lens programme;
- Partnership working with “Who Cares Scotland”, “the Children’s Champions Board” and “Barnardo’s” to support children and young people in decision making;
- Active schools delivered 215,000 participant sessions to more than 10,500 pupils across Renfrewshire;
- The introduction of a new employee awards scheme, having a particular focus on Partnership working and teams who make a difference;
- The Council approving its medium term financial strategy;
- Progress towards the implementation of Business World and the introduction of “My Account”
- The launch of the new digital strategy for Renfrewshire;
- The development of new equality outcomes for Renfrewshire; and
- Working with Audit Scotland to pilot the introduction of the new Best Value audit process.

- 1.2.5 This Council Workforce Plan builds on the successes of previous workforce plans implemented from 2009 to present. Effective workforce planning is an essential component of the Council’s strategic vision. This Council Workforce Plan takes into account the vision, aspirations, priorities and objectives identified in the Council Plan, BCCP and OD Strategy which sets out the longer term vision and priorities for the Council and providing key influence and direction for the future workforce needs.
- 1.2.6 The Council is a multi-faceted, complex organisation with a significant number of functions and operations. Accordingly, it is required to have a highly diverse workforce that is capable, confident, skilled, motivated and engaged in order to deliver positive outcomes for the people of Renfrewshire.
- 1.2.7 Planning how the Council will create a workforce that meets this profile is paramount and requires a commitment to engage, attract, develop, retain and recognise talented and motivated employees with the right behaviours who are aligned with the Council’s vision and values.
- 1.2.8 It is recognised that workforce planning is a critical element of business success because the Council can only deliver on its strategies and improvement plans through its people.
- 1.2.9 Improving the connection between the Council’s strategic, policy and financial direction, coupled with its continuous improvement change programme and workforce planning, will help the Council to shape its workforce to ensure it is capable of delivering organisational objectives both now and in the future.
- 1.2.10 The Council will be faced with many challenges when planning the size and type of workforce it requires to deliver its objectives. These include skills shortages in particular roles, retaining high quality staff, responding to internal and external changes, and recruiting and engaging the next generation of skilled specialist staff. Therefore, the Council needs to take a



proactive approach through initiatives, such as, the use of traineeships and professional and leadership development.

- 1.2.11 Strategic workforce planning at service and team level, supported by the HR & OD Team and business intelligence, allows the Council and services to focus on attracting and retaining the right quality of people the Council needs, as well as investing in the development of our existing workforce.

### **1.3 Profile of Renfrewshire**

- 1.3.1 Renfrewshire is a diverse area of towns, villages and countryside covering 270 square kilometres and situated 7 miles west of Glasgow City. The area has excellent transport connections to the rest of Scotland and is home to Glasgow International Airport. Key campuses of the University of the West of Scotland and West College Scotland are located in Paisley town centre.
- 1.3.2 The population of Renfrewshire is around 175,930 and accounts for 3.2% of the total population of Scotland. In the 2016 release of the Scottish Index of Multiple Deprivation, Renfrewshire had a national share of 4.4% of the 20% most deprived areas (datazones). Over 26% of the population of Renfrewshire (46,442 people) are in the top 20% most deprived datazones in Scotland. This influences demands on a wide range of services as those in the most deprived areas are more likely to have greater needs and use Council services. There are 12 datazones in Renfrewshire in the top 10% least deprived in Scotland.<sup>1</sup>
- 1.3.3 Over the next 20 years, the number of people aged 16-64 living in Renfrewshire is likely to fall and the number of children will remain broadly the same. A major change will be that the number of older people (over 65) will rise by 51%. Additionally, 2.8% of Renfrewshire residents are members of an ethnic minority group.
- 1.3.4 Demographics and population changes will inevitably impact on future service demand and consequently the future demands on our workforce. Demographic changes and population forecasts for the Council are detailed below.<sup>2</sup>

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<sup>1</sup> The Scottish Index of Multiple Deprivation:  
<http://www.gov.scot/Topics/Statistics/SIMD>

<sup>2</sup> National Records of Scotland:  
<https://www.nrscotland.gov.uk/statistics-and-data/statistics/stats-at-a-glance/council-area-profiles>

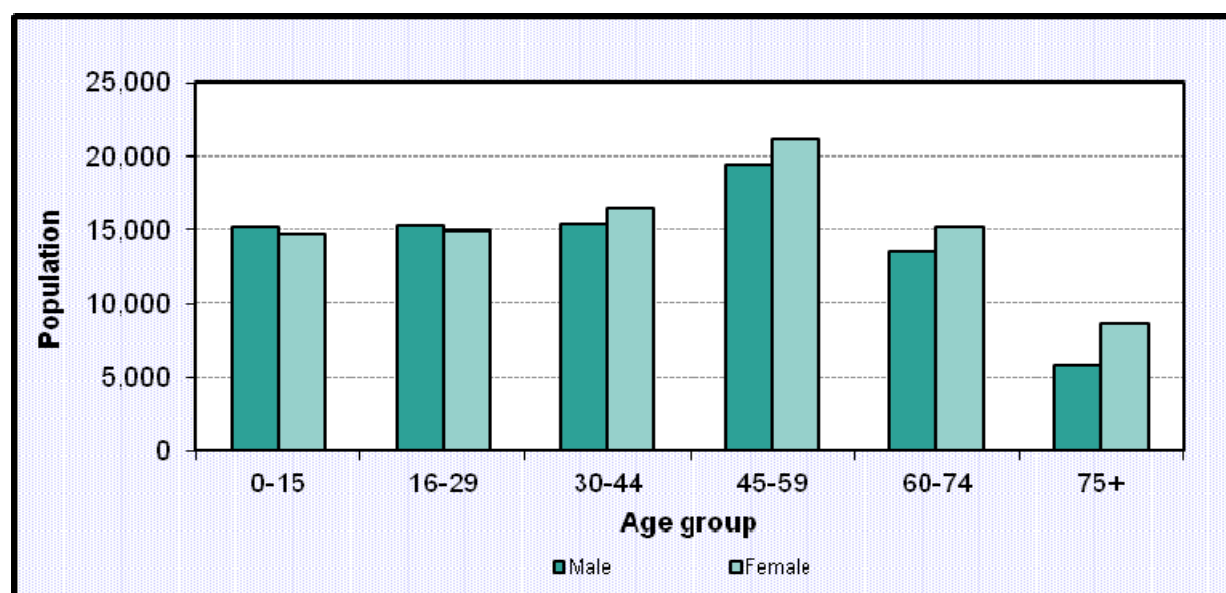
## 1.4 Renfrewshire Population

- 1.4.1 According to the National Records for Scotland, the 2016 population for Renfrewshire is 175,930; an increase of 0.8% from 174,560 in 2015. The population of Renfrewshire accounts for 3.3% of the total population of Scotland. In Renfrewshire, 17.2% of the population are aged 16 to 29 years. This is smaller than Scotland where 18.2% are aged 16 to 29 years. Persons aged 60 and over make up 24.6% of Renfrewshire. This is larger than Scotland where 24.4% are aged 60 and over. Since 1989, Renfrewshire's total population has fallen overall. Scotland's population has risen over this period.<sup>2</sup>

Figure 1: Estimated population of Renfrewshire by age and sex, 30 June 2016

Age group	Male pop. Renfrewshire	Female pop. Renfrewshire	Total pop. of Renfrewshire	% of total pop. of Renfrewshire
0-15	15,174	14,780	29,954	17.0%
16-29	15,301	14,936	30,237	17.2%
30-44	15,390	16,502	31,892	18.1%
45-59	19,476	21,173	40,649	23.1%
60-74	13,511	15,145	28,656	16.3%
75+	5,840	8,702	14,542	8.3%
All ages	84,692	91,238	175,930	100.0%

Figure 2: Estimated population of Renfrewshire by age and sex, 30 June 2016



## 1.5 Renfrewshire Population Projections

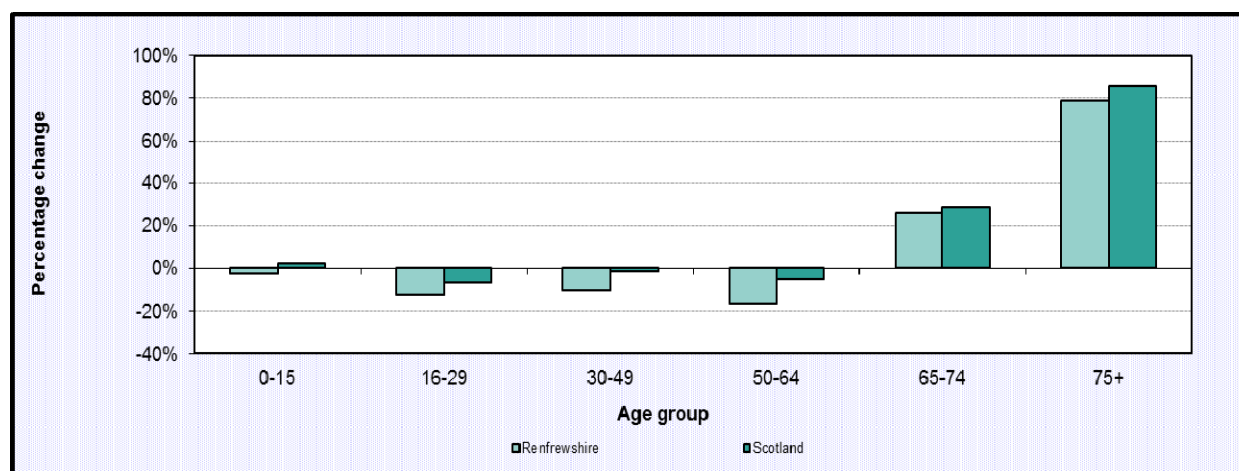
- 1.5.1 By 2039 the population of Renfrewshire is projected to be 174,709, an increase of 0.3% compared to the population in 2014. The population of Scotland is projected to increase by 7.5% between 2014 and 2039. Over the 25 year period, the age group that is projected to increase the most in size in Renfrewshire is the 75+ age group. This is the same as for Scotland as a whole. The population aged under 16 in Renfrewshire is projected to decline by 2.6% over the 25 year period.

**Figure 3: Projected population, by age group, in Renfrewshire, 2014 - 2039**

Age group	Base year	Projected years				
	2014	2019	2024	2029	2034	2039
0-15	29,973	29,757	29,701	29,523	29,531	29,181
16-29	29,935	28,657	26,886	26,225	26,287	26,205
30-49	46,232	42,814	42,637	43,646	42,558	41,493
50-64	36,330	38,905	38,035	33,802	30,765	30,227
65-74	17,480	18,711	19,911	22,555	23,916	22,033
75+	14,280	15,435	17,720	19,608	22,256	25,570
All ages	174,230	174,279	174,890	175,359	175,313	174,709

- 1.5.2 From Figure 3, the projected increase in the Renfrewshire population of people aged 75 and over is clearly illustrated. A 21.3% increase from 2019 to 2029 and a 39.6% increase between 2019 and 2039. This will inevitably have a future impact on service demand.

**Figure 4: Percentage change in population in Renfrewshire and Scotland 2014 - 2039**



## 1.6 Demographic Challenge

- 1.6.1 Predictions of population change suggest that, if all other things remain the same, councils will continue to spend an increasing proportion of their budgets on education, and through integration joint boards on adult social care.
- 1.6.2 This societal change creates increased demand on our workforce with the need to provide care for a larger proportion of the population, often living with multiple and complex health needs. Alongside this fact, is the policy drive to maintain people at home or in a homely setting, which requires investment in community services and investment in making adaptations to homes and services, to achieve this goal.<sup>3</sup>

## 1.7 Strategic Context

- 1.7.1 There are three key plans that, taken together, describe what the Council is striving to achieve and how it is going to do this.
- **The Council Plan** summarises the Council's priority objectives and the actions it will take to deliver these objectives.
  - **The Community Plan** summarises the priorities for Renfrewshire that the Council and its community planning partners have identified and agreed that can best be achieved by working closely together. It also identifies how the Council and its Community Planning Partners will support the Scottish Government achieve its strategic objectives.
  - **Service Improvement Plans** detail the key activities and priorities that each of the five Council services and HSCP will be undertaking to contribute to the successful delivery of the Council Plan and the Community Plan. These plans also identify the key activities that each service will be carrying out to improve the services they provide and make them more efficient.
- 1.7.2 **The Better Council Change Programme** was set up to identify, manage and deliver changes across the Council that will improve our efficiency. It will modernise our ways of working, deliver better services to the people of Renfrewshire whilst supporting the Council's long term financial sustainability through the delivery of savings, specifically addressing the Council's forecast medium term budget deficit.
- 1.7.3 **The OD Strategy 2016 - 2019** was implemented to enhance organisational capacity, by implementing new OD solutions to create self-renewing capacity that will develop and maximise the potential of our workforce.

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<sup>3</sup> Performance and Challenges 2017, Audit Scotland, March 2017.

## **1.8 Financial Context**

- 1.8.1 The Council's financial outlook report sets out the strategic financial context for the Council over the medium to longer term. It is characterised by significant uncertainty where the scale of both increasing cost pressures and reduction in resources available to the Council are subject to a wide range of uncertain influencing factors. Overall however, the direction of travel is one where the Council will over the medium term, be required to continue to deliver significant cost savings. Over the past six years the Council delivered almost £120 million of cost savings and cost avoidance measures, an average of approximately £20 million per annum. Of this amount, around a third was underpinned by staff reductions arising from service change and transformation. With an estimated future requirement for annual saving of around £20 million per annum over the medium term, it is inevitable that this financial context will require a further period of service redesign.
- 1.8.2 The scale, shape and nature of this ongoing change in the workforce will be determined by transformation and change driven by the Council through the BCCP, set against areas of the workforce where growth is anticipated through the influence of local and national policy and other key strategic drivers.

## **1.9 Policy and Legislation**

- 1.9.1 Services delivered by local authorities are heavily influenced by the legislative and policy environment, both locally and at a national level. Major change in this environment can significantly influence the immediate and emerging workforce planning challenges to be faced by the Council. Looking forward there is currently a number of emerging changes which at present are known and which will drive a range of key workforce planning developments. At the same time, future uncertainty exists in relation to future change that may yet emerge from the ongoing negotiation for the UK to leave the European Union, the full impact of which is likely to take several years to become wholly apparent. It is likely that, over the medium to long term, legislative and policy drivers will continue to be a key influencer on future workforce demands and requirements. These key influencers will, in turn, continue to be an important consideration for medium term workforce planning arrangements.

## **1.10 Approach to Workforce Planning**

- 1.10.1 The Council Workforce Plan recognises the challenges in having the right skills and capacity to deliver Council services. Therefore, the Council must develop an integrated approach to workforce planning, using a systematic approach informed by accurate, co-ordinated and relevant data, which will allow our workforce to be deployed flexibly to meet service needs.
- 1.10.2 The adopted workforce planning approach is a recognised 6 step integrated workforce planning methodology. This is a workforce planning model which enables the Council to take a consistent analysis of the workforce across all job groups and services. The main aim of the 6 step approach is to highlight

the elements that should be in any workforce plan within a practical framework.

- 1.10.3 Use of the 6 step approach across workforce planning ensures that decisions made around the design of services and the development of the future workforce are sustainable, realistic and fully support the delivery of high quality service delivery. Figure 5 to follow outlines the 6 step workforce planning approach.

**Figure 5**

Key Stages in Workforce Planning Approach	
STEP 1	Define the key objectives of the plan.
STEP 2	Identify the drivers and demand on the service.
STEP 3	Examine workforce availability and challenges.
STEP 4	Determine the workforce priorities.
STEP 5	Provide a detailed action plan.
STEP 6	Detail future monitoring and review requirements.

## 1.11 Response to the Workforce Challenges

- 1.11.1 Comprehensive workforce planning should include:

- The numbers and skills of the current workforce;
- The numbers, costs and skills of the desired workforce; and
- How the move from the current to the desired workforce will be achieved.<sup>4</sup>

- 1.11.2 Where comprehensive organisation-wide workforce plans are not in place, councils risk losing capacity and skills in key areas. An organisation-wide workforce plan supports the Council to manage workforce changes effectively and ensure that it has the right number of employees with appropriate skills and experience throughout the organisation. This is particularly important given the scale of the financial challenges and policy and legislative changes to be faced by the Council both now and in the future.

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<sup>4</sup> Performance and Challenges 2017, Audit Scotland, March 2017.

1.11.3 This Council Workforce Plan addresses the 5 key themes that emerged from the services' workforce plans and aims to address the future workforce challenges. The themes are detailed in Figure 6 to follow.

**Figure 6**

<b>Workforce Planning – Key Themes</b>	
<b>A Modernised and Flexible Workforce</b>	<p>Ensure employees are deployed effectively to support a modernised and financially sustainable approach to service delivery, and are focused on meeting the changing needs of the Council and enhancing our customer experience.</p> <p>Improved workforce flexibility through the utilisation of employment policies, flexible working options and contracts that promote and support equality and workforce agility.</p>
<b>A Developing Workforce</b>	<p>Introduce a robust system of Performance Development and Review and a Core Competency Framework to support performance and continuous improvement.</p> <p>Support and improve learning and development opportunities for all employees.</p>
<b>A Resilient Workforce</b>	<p>Improve succession planning, ensuring close alignment to service plan priorities.</p> <p>Identify career pathways and a succession and talent planning approach which supports and facilitates the improved engagement of employees.</p> <p>Ensure employees are change ready and can adapt to business transformation.</p>
<b>A Skilled Workforce</b>	<p>Develop and implement a skills audit and analysis approach to ensure the workforce can deliver future services.</p>
<b>A Partnering Workforce</b>	<p>Continue to develop current and new partnership arrangements, where appropriate, to support and develop capacity and capability.</p>

## SECTION 2.0: COUNCIL DRIVERS AND DEMAND

### 2.1 Strategic Context and Challenges

- 2.1.1 The Council's strategic context is influenced by a number of national, local, social, digital and financial drivers of the Council's workforce demand and availability.

### 2.2 National Context

- 2.2.1 Please find a number of the key national legislation and policy drivers which currently impact on the Council's workforce to follow further below. A list of other relevant national drivers is included in **Appendix 1**.

#### 2.2.2 Welfare Reform

Welfare reform and in particular the role out of Universal Credit will continue to impact upon the future workload demands and the type of services provided by the Council to the public. Previous early workforce modelling work undertaken supports an expectation of a material redesign of future workforce arrangements to accommodate a fully rolled out Universal Credit environment.

#### 2.2.3 Early Learning and Child Care

Free provision of early learning and child care (ELC) is offered to all 3 and 4 year olds as well as 2 year olds where eligible. From August 2014, free provision increased to 600 hours per year from 475 hours per year. The Scottish Government has an aspiration to increase this to 1140 hours per year by 2020. This will have a significant potential demand on the ELC workforce, as this represents a 90% increase in the availability of early learning and child care hours required. A steering board, consisting of internal and external partners and chaired by the Head of Early Years and Inclusion, is in place to ensure the Council meets its statutory obligations.

#### 2.2.4 Scottish Attainment Challenge and Pupil Equity Fund

The Scottish Attainment challenge is a Scottish Government policy to achieve equity in educational outcomes. Equity can be defined and is achieved by ensuring that every child has the same opportunity to succeed, with a particular focus on closing the poverty-related attainment gap. Various funding sources have been released to support the Scottish Attainment challenge with Renfrewshire Council securing £3 million a year with the focus on recruiting additional employees. There is further funding available through a Pupil Equity Fund which has an allocation per pupil and this requires a strategic overview.

#### 2.2.5 Education Governance Review

The Scottish Government set out their plans for the most significant review of Education Governance arrangements in the history of the Council. If implemented as outlined, the proposed changes will fundamentally change the role and required skill set of Head Teachers in schools, as well as the role and services provided by the Council in terms of delivering Education. There will inevitably be a range of workforce changes that arise from these proposed changes, both within the school environment, the Corporate



Education function and across support service arrangements. At present full clarity has yet to emerge across a wide range of the proposals. As matters become clearer, workforce requirements and development implications will have to be appropriately reflected in the Council's workforce plan and organisational development plan.

### 2.2.6 **Health and Social Care Delivery Plan**

In December 2016, the Scottish Government published its Health and Social Care Delivery Plan. The Plan sets out three clear aims – to deliver better health, better care and better value. These aims are being driven forward by our major programmes of activity:

- Health and social care integration;
- The National Clinical Strategy;
- Public health improvement; and
- NHS Board reform

### 2.2.7 **Self-Directed Support (SDS)**

SDS is where Health and Social Care service user needs are assessed and they are given a budget to spend on their care and support needs. Each service user can spend this budget by arranging their own care or by letting the Health and Social Care Partnership do this for them. SDS allows people to have more say in how they get care and support and gives more control over how the money is spent on the support required. The impact of SDS choices on the demand for HSCP and external services will require a change to workforce capacity, and highlights the need to review service structures and focus more attention on contracts and commissioning.

## 2.3 **Local Context**

2.3.1 Drivers with a local context are described below and are outcomes of the strategic direction of the Council. The Corporate Management Team will continue to review services and assist the Council in the delivery of significant financial savings over the medium term in the context of significant policy, economic, social and technological changes and challenges which will affect service delivery. Although not an exhaustive list this includes:

### 2.3.2 **Better Council Change Programme**

The BCCP was established to ensure the Council could remain financially sustainable, whilst delivering on its strategic objectives. The programme has been developed on a rolling two year basis with Phase 1 targeting savings for the period 2015 to 2017 and phase 2 for 2016 to 2018. Phase 1 projects will have delivered annual recurring savings of £15.1m against an original target of £14.4m by the end of 2016/2017.

2.3.3 A BCCP update report of 30 November 2016 outlined that Phase 2 projects are targeting annual recurring savings of £5.5m by the end of 2017/2018, and include Enterprise Resource Planning (ERP) core systems replacement and online Customer Access. These projects will bring about a significant

transformation in how the public interact with many of the Council's services, and how managers and staff across all Council services engage with internal support services such as HR, Payroll, Finance and Procurement. A significant programme of work is now underway to identify and develop options for inclusion within Phase 3 covering 2018/2019 to 2019/2020. From this work, change and transformation projects will be identified, developed and implemented which will continue to directly influence a range of key workforce planning changes and organisational development activities across all Council Services.

#### 2.3.4 **Glasgow and Clyde Valley City Deal**

The Glasgow region City Deal is an agreement across National Government and local authorities to support infrastructure projects, drive, innovation and economic growth. Renfrewshire Council is supporting the delivery of three major City Deal projects; Glasgow Airport Investment Area (GAIA), Clyde Waterfront & Renfrew Riverside (CWRR) and the Airport Access Project. These projects will see the creation of a direct rail link between Glasgow Airport, Paisley and Glasgow City Centre, as well as new bridges across the Clyde and Cart rivers and new road and cycle routes. These strategic developments are intended to significantly boost the local economy by attracting investment, supporting businesses and creating jobs. Good progress continues to be made on the development of the projects which has led to the completion of the Outline Business Cases for the three projects. The Outline Business Cases have been endorsed by Renfrewshire Council and were approved by the Glasgow City Region Cabinet in December 2016.

#### 2.3.5 **Paisley 2021 City of Culture Bid**

Paisley is bidding for UK City of Culture 2021 as part of ambitious plans to use the town's internationally significant collection of heritage and cultural assets to transform its future and secure sustained economic, social and cultural change. It will also change perceptions of Paisley and help build a new sense of pride in the town and everything it has to offer, as well as creating a lasting legacy which puts culture and all the benefits it brings at the centre of the community.

A number of work streams are being taken forward as part of the bid process, which include community engagement, cultural capacity, infrastructure, social and economic impacts, cultural programme development, legacy and evaluation and development of the funding strategy.

In addition, significant work has been undertaken in raising the profile of Paisley's bid and developing support for the bid at a local and national level. A first round bid was submitted at the end of April 2017. On 14 July 2017, it was announced that Paisley made the shortlist as the only Scottish bidder. This is a major endorsement that recognises the ambition we have for transforming the fortunes of Paisley and Renfrewshire. The bid winner will be announced at the end of 2017.

### 2.3.6 Paisley Town Centre Regeneration

Paisley has a policy to support the regeneration of Paisley centre. There are a number of outcomes in terms of preserving historic buildings and revamping or relaunching our historical heritage. Paisley Town Centre now has a 10 year action plan which was developed following workshops held in spring 2016.

The action plan sets out a number of short, medium and long term priorities across 5 'Activity Areas' viewed as crucial to the future success of the town centre. The project team is now in place and aims to formally launch the project in early 2017. This will look at projects improving public space, repair works to buildings and improvement grants for shop fronts and will build on the highly successful first round of projects that were delivered between 2009-2016.

The team will also assist monitor, capture and report the benefits which are associated with the three Renfrewshire City Deal projects as well as actively promoting and marketing potential development sites on the back of City Deal.

### 2.3.7 Invest in Renfrewshire

This initiative was launched in June 2012 and is Renfrewshire Council's programme to reduce unemployment and grow the local economy, by creating conditions in which local businesses can develop and attract investment and helping local residents find and keep work. Renfrewshire Council continues to make a sizeable financial commitment to Invest in Renfrewshire. The support provides new and ongoing economic development, business support and youth employability initiatives to improve the prospects of local jobseekers such as modern apprenticeships, graduate internships and the Project SEARCH initiative which helps young people with autism and learning disabilities move from education into employment.

Invest in Renfrewshire Employability Programmes support around 2,000 people each year getting employability support with around 40% of these moving directly into work with over 1200 new and additional jobs/traineeships and internships created.

### 2.3.8 Renfrewshire's Tackling Poverty Strategy

Renfrewshire has been on an important journey since the report and recommendations of Renfrewshire's Tackling Poverty Commission in 2015, which informed the five key principles of the Tackling Poverty Strategy and Action Plan. Renfrewshire Council's Tackling Poverty Programme is an ambitious initiative which incorporates the five key principles of the strategy and action plan and shows a real commitment to delivering change for people in Renfrewshire. There are approximately 50 projects within the programme which stretch across all Council services including the Street Stuff Diversionary programme, recruitment of Special Wardens and Trainee Community Safety Officers, expansion of the Families First initiative to 3 new local areas, financial support to the Foodbank and projects on areas such as Energy Advice, Literacy Development and Joint Employability.

### 2.3.9 **Community Justice in Scotland**

Good progress has been made in the integration of community justice into the Community Planning Partnership. A Community Justice Transition Plan was agreed at the Renfrewshire Community Planning Partnership Board on 9 December 2015 and submitted to the Scottish Government during January 2016 - in line with national timescales. There is potential for further development in this area to identify future roles and responsibilities and where Community Justice may be able to participate in service delivery.

### 2.3.10 **Delivery of Health and Social Care Integration in Renfrewshire**

Delivery of health and social care integration is centred on three areas of action: reducing inappropriate use of hospital services; shifting resources to primary and community care; and supporting capacity of community care. The Scottish Government Health and Social Care Delivery Plan sets out a series of ambitious targets for each area. Some of the key objectives are outlined below:

#### 2.3.11 **Reducing Inappropriate Use of Hospital Services:**

- By 2018, unscheduled bed-days in hospital care will reduce by up to 10% (i.e. by as many as 400,000 bed-days) by reducing delayed discharges, avoidable admissions and inappropriately long stays in hospital; and
- By 2021, everyone who needs palliative care will get hospice, palliative or end of life care.

#### 2.3.12 **Shifting Resources to Primary and Community Care:**

- By 2021, Health and Social Care Partnership spending on primary care services to rise to 11% of the frontline NHS Scotland budget;
- By 2022, there will be more GPs, and every GP practice will have access to a pharmacist with advanced clinical skills and 1,000 new paramedics will be in post; and
- By 2020, every family will be offered a minimum of 11 home visits including 3 child health reviews ensuring that children and their families are given the support they need for a healthier start in life.

### 2.3.13 **Supporting Capacity of Community Care**

In 2017, the Scottish Government will continue to take forward a collaborative, national programme of work to deliver change in the adult social care sector in areas such as reform of the National Care Home Contract; social care workforce issues and new models of care in home care.

### 2.3.14 **Local Government Elections**

The latest Scottish local government elections took place on 4 May 2017. This resulted in some new and additional elected members to the Council as

well as a new Administration. The new Administration will outline their vision and goals for Renfrewshire in a Local Outcome Plan.

## **2.4 Social Drivers**

### **2.4.1 Demographic**

Services across the Council require capacity, capability, flexibility and a resilient workforce that can respond to the demands and pressures of a changing local community. Local demographics and socio-economic issues such as poverty, deprivation and inequalities can vary significantly across Renfrewshire, which in turn, can impact upon the demand and supply of services in the community.

### **2.4.2 Key Local Challenges Include:**

- The most deprived data zone in Renfrewshire is ranked 1 in Scotland;
- Life expectancy in Renfrewshire is lower than the Scottish average;
- People in Renfrewshire have slightly poorer mental health wellbeing compared to the Scottish average;
- In light of the ageing population, Renfrewshire is facing a future with more people with multiple long term conditions (also referred to as multi-morbidities). Multi-morbidities bring both person centred as well as long term challenges;
- In 2012/2013, 2.6% of Renfrewshire's population consume around 50% of our health resources (inpatient and day case hospital admissions, A&E attendances, consultant led outpatient clinics and community prescribing);
- For Renfrewshire in 2014/15, the crude rate of drug crimes recorded was 116/10,000, which was 68% higher than the Scottish level of 69/10,000;
- In 2014/15, the rate for alcohol-related hospital stays was 982/100,000, which was 46% higher than the Scottish level of 672/100,000;
- In 2012, the rate for prisoner population was 213/100,000, which was 25% higher than the Scottish level of 171/100,000; and
- In 2014/15, the crude rate of violent crimes recorded was 15/10,000, which was 23% higher than the Scottish level of 12/10,000.<sup>5</sup>

## **2.5 Digital Drivers**

2.5.1 Digital technology offers new and exciting opportunities for transforming the outcomes and experience of our service users, as well as improving the quality of Council services.

2.5.2 Development of the use of digital across society, including throughout the public sector, is a key strategic priority for the Council. There is an opportunity to streamline ICT and digital services across the Council, particularly in health and social care.

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<sup>5</sup> (Renfrewshire) ScotPHO Health and Wellbeing Profiles:

<http://www.scotpho.org.uk/comparative-health/profiles/reports/health-and-wellbeing-profiles>

2.5.3 The Council recognises that further investment in digital systems is required to support the delivery of better more efficient services to the public to facilitate collaborative working practices and workload management. Technology solutions have also been identified for certain areas of the workforce. Further improvements through digital enhancement will:

- Support easier access for the whole Council to support improved planning and reporting activity;
- Enable 'real time' access to information needed, which better informs decisions, offering a more seamless service;
- Focus efforts on a more integrated ICT structures which will reduce duplication;
- Provide an opportunity to automate some tasks which may improve service user access; and
- Better manage the growing demand for some services through digital methods to more effectively deploy critical resources.

2.5.4 Early induction and training within these systems is also a critical feature to the overall success, as our workforce will need to understand and be equipped with the knowledge to optimally use the systems and this, in turn, will deliver benefits to overall service user experiences.

2.5.5 It is recognised that some employees may require further support as we move to more digitally driven ways of working and this should be a key component in the early planning for such improvements. Our managers must also further develop the capability and culture of remotely managed employees.

2.5.6 The Council's Digital Strategy 2016-2019: Digital Renfrewshire sets out a vision and approach to tackling digital challenges in Renfrewshire. This strategy coordinates existing activities, encourages the sharing of resources and outlines the importance of working in partnership towards a shared vision that:

"In a Digital Renfrewshire we will make sure everybody has the opportunity to reach their digital potential and maximise the wider economic, educational, health, social and cultural benefits for all".

## **2.6 Financial Drivers**

2.6.1 The national context within which local government is operating has significantly changed over the past few years. The financial environment is increasingly challenging with decreasing national government funding. The financial challenges have been compounded by the single local government financial settlements, increasing service demands flowing from a growing and ageing population and the need to respond to a number of new policies and legislations such as welfare reform which has had a major impact on local residents.

- 2.6.2 The Council, along with other Scottish local authorities, face financial challenges over the next few years. The Council has been able to maintain financial stability during a period of uncertainty and economic downturn and despite considerable demand pressures. The financial challenges for the Council are expected to continue until 2020 and beyond.
- 2.6.3 At present, the projected budget gap each year in the period 2018 - 2020 is forecast as potentially falling within a range of £16 million to £27 million (prior to the application of changes in Council Tax levels).
- 2.6.4 It is important that the Council continues to adopt a flexible medium term perspective to the delivery of savings. This will ensure the Council is able to react as appropriate in a managed and sustainable manner to short term annual budget announcements by the Scottish Government, and any unforeseen changes in cost pressures that may emerge each year. It is projected that the Council will be required to budget on the basis of targeting a £40 million, 2 year saving programme, with at least £20 million and potentially more being deliverable in 2018/19 to provide a degree of flexibility over the 2 year period.
- 2.6.5 The nature of the Council's medium term financial outlook means that the Council needs to continue to adopt a strategic and sustainable plan linked to the delivery of priorities. These strategic priorities should continue to provide a focus in future budget decisions, where the delivery of core services and investment in priority outcomes must be balanced with the resources that will be available to the Council.

## 2.7 Service Workforce Challenges

- 2.7.1 **Figure 7** to follow highlights the current workforce challenges for each service.

Key Service Workforce Challenges		
Service	Main Priorities / Areas of Responsibility	Key Workforce Challenges
<b>Chief Executive's</b>	<p>The Chief Executive's Service is responsible for the development of corporate policy, particularly in the areas of social inclusion, equalities, best value and efficient government.</p> <p>Other significant areas of responsibility include:</p> <ul style="list-style-type: none"> <li>• Delivering a communications and public relations service for the Council</li> <li>• Managing corporate and community planning, performance management framework, quality improvement, managing the Better Council Strategic Change Programme</li> <li>• Driving the quality and improvement programme</li> <li>• Strategic procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Types of employment contracts offered</li> <li>• Workforce supply</li> <li>• Retention and recruitment</li> <li>• Entry level posts</li> <li>• Career pathways</li> <li>• Workforce capability, flexibility, resilience and mobility</li> <li>• Skills profile</li> <li>• Employer brand</li> <li>• Job outlines</li> </ul> <p>Learning and development</p>

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<b>Children's Services</b>	<p>Children's Services is responsible for education services, children's social work services and criminal justice social work services.</p> <p>Priorities for the department include:</p> <ul style="list-style-type: none"> <li>• Tackling child poverty</li> <li>• Raising educational attainment</li> <li>• Addressing health and social inequalities, and</li> <li>• Making sure that all our children are helped to reach their full potential.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic service needs analysis</li> <li>• Capacity Building Programme for Social Work workforce</li> <li>• Capacity Building Programme for Education workforce</li> <li>• Teacher traineeships</li> <li>• Supply Teacher contracts</li> <li>• Early Learning and Childcare workforce expansion</li> <li>• Residential Child Care Workforce qualifications and supply</li> <li>• Flexibility of employees with generic care skills</li> <li>• Culture and behaviours</li> <li>• Retention and recruitment</li> </ul>



Key Service Workforce Challenges		
Service	Main Priorities / Areas of Responsibility	Key Workforce Challenges
<b>Community Resources</b>	<p>Community Resources is responsible for the strategic management, direction and vision for the delivery of a wide range of essential services to the public of Renfrewshire, including:</p> <ul style="list-style-type: none"> <li>• Amenity Services</li> <li>• Waste Management and Refuse Collection</li> <li>• Streetscene and Land Services</li> <li>• Roads and Fleet management</li> <li>• Transportation and Infrastructure</li> <li>• Public Protection</li> <li>• Wider Public Protection agenda</li> <li>• Regulatory Services (Environmental Health and Trading standards) and Community Safety</li> <li>• Civil Contingencies (Emergency Planning and Response across 4 councils)</li> <li>• Facilities Management (integrated Hard and Soft FM)</li> <li>• Soft Services (Janitorial, Cleaning, Catering, Caretaking, Housekeeping and School Crossing Patrollers)</li> <li>• Hard Services (Repairs and Maintenance, Statutory Compliance, Building Services and Street Lighting)</li> <li>• Schools PPP contract – Contract Monitoring and Compliance</li> </ul> <p>Community Resources also contributes to the development of Council wide policies and initiatives as part of the corporate management team, and maintains effective working relationships with our partners and other external organisations to deliver services throughout Renfrewshire.</p>	<ul style="list-style-type: none"> <li>• Strategic service needs analysis</li> <li>• Skill needs analysis</li> <li>• Generic roles</li> <li>• Succession planning</li> <li>• Employee engagement</li> <li>• Employer brand</li> <li>• Career pathways</li> <li>• Learning and development</li> <li>• Specialist skills in management chain</li> </ul>
<b>Development and Housing Services</b>	<p>Development and Housing Services has a strong strategic focus on regeneration, employability and economic development, and to ensure the Council maximises the local economic regeneration potential of the City Deal and its bid for UK City of Culture. Specific service areas are:</p> <ul style="list-style-type: none"> <li>• Regeneration</li> <li>• City Deal</li> <li>• Planning and Housing Services</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging and specialist skill requirement</li> <li>• Skills needs analysis</li> <li>• Learning and development</li> <li>• Career pathways</li> <li>• Succession planning</li> <li>• Professional Officer supply</li> <li>• Identify workforce risks with a particular focus on business critical posts</li> </ul>

Key Service Workforce Challenges		
Service	Main Priorities / Areas of Responsibility	Key Workforce Challenges
<b>Finance and Resources</b>	<p>The core activities in Finance and Resources are geared towards providing services to the Council and its councillors, other council services and the general public. The services delivered by Finance and Resources include:</p> <ul style="list-style-type: none"> <li>• Corporate Finance and Operational Services</li> <li>• HR and Organisational Development</li> <li>• Legal and Democratic Services</li> <li>• Customer and Business Services</li> <li>• ICT</li> <li>• Property Services</li> <li>• Internal Audit</li> </ul>	<ul style="list-style-type: none"> <li>• Types of employment contracts offered</li> <li>• Capacity and partnership arrangements</li> <li>• Capability including workforce re-design</li> <li>• Flexibility</li> <li>• Retention</li> <li>• Career pathways</li> <li>• Learning and development</li> <li>• Performance management</li> <li>• Workforce changes linked to changes in the ICT and Digital environment</li> </ul>
<b>Renfrewshire Health and Social Care Partnership</b>	<p>The Council and NHS Greater Glasgow and Clyde Health Board have agreed the adult health and social care services integration model for Renfrewshire shall be the delegation of functions to a body corporate known as an Integration Joint Board.</p> <p>The Integration Joint Board has assumed responsibility for the planning and delivery of integrated services. The chair of the Joint Board alternates on a two-yearly basis between the Council and NHS Greater Glasgow and Clyde Health Board.</p> <p>Renfrewshire Health and Social Care Partnership key services include:</p> <ul style="list-style-type: none"> <li>• The Council's adult and older people community care services, including addictions and domestic violence</li> <li>• Community Health Partnership (CHP) services, for example, district nurses, GPs, health visitors, mental health and learning disability services</li> <li>• Elements of housing services relating to adaptations and gardening assistance, and</li> <li>• Aspects of acute services (hospitals) relating to unplanned treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Types of employment contract offered</li> <li>• Retention and recruitment</li> <li>• Service critical posts</li> <li>• Employer identity</li> <li>• Employee engagement</li> <li>• Succession planning</li> <li>• Ensuring a sustainable, capable and integrated workforce</li> <li>• Team, professional, management and leadership development.</li> <li>• Workforce resilience</li> <li>• Integrated induction process</li> <li>• Public protection awareness and training</li> <li>• Partnership working</li> <li>• Workforce analysis and trend information</li> <li>• Supporting attendance</li> <li>• Performance management</li> </ul>

## **2.8 Key Workforce Forecast**

2.8.1 We know the future drivers on the Council that will significantly change the size and shape of the workforce in the medium term.

### **2.8.2 Early Years**

The increase in free provision of early learning and child care provision from the current level of 600 hours per year to 1140 by 2020 will require a 90% increase in the availability of early learning and child care hours required impacting on the numbers of qualified employees required. It is projected that we will need to increase our early years' employees by 50% over the next 3 to 4 years.

### **2.8.3 Teachers**

Based on projected future roll increases in schools and the on-going investment through the Attainment Fund and Pupil Equity Fund (PEF) teacher numbers will need to be increased.

### **2.8.4 Enterprise Resource Planning System (Business World)**

The savings targeted over the next 2 to 3 years will result in the overall workforce reducing based on the scale and size of the anticipated savings. The significant investment in ERP and in digital technology will require the reduction in size of our corporate support functions, this will be driven by the BCCP, which is currently underway.

### **2.8.5 Welfare Reform**

Through welfare reform the Council will gradually lose elements of housing benefit processing over the coming years as Universal Credit is rolled out. This may reduce our Customer and Business Services (CBS) section, and require a growth in areas such as Advice Services, Rent Collection and Debt Advice.

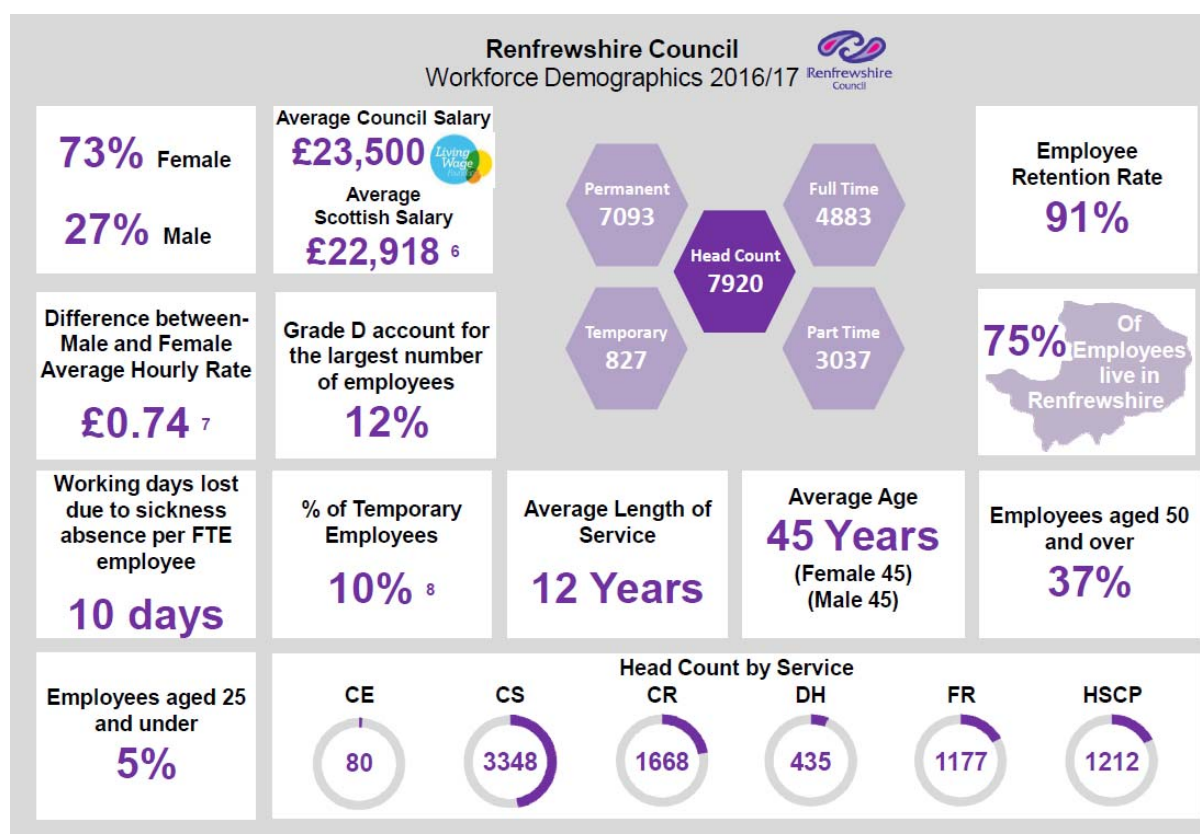
## SECTION 3.0: WORKFORCE AVAILABILITY

### 3.1 Key Workforce Demographics

3.1.1 In order to achieve the required workforce of the future the Council must consider current and future workforce availability, supply and deployment. The analysis of workforce demographics allows for the effective forecasting of workforce availability and the identification of any associated risks and opportunities. This information will allow the Council to plan, shape and deploy the workforce to best effect.

3.1.2 Figure 8 below outlines an overview of key Council workforce demographics during 2016/2017. More detailed information can be found in **Appendix 2**.

**Figure 8**



<sup>6</sup> The Scottish gross annual pay figure for 2016 is taken from a Scottish Parliament Information Centre (SPICe) Briefing entitled "Earnings in Scotland 2016".

<sup>7</sup> This is an average differential figure from analysis of all male/female hourly rates and does not apply to any specific post(s).

<sup>8</sup> The temporary employee percentage is made up of Temporary employees, Modern Apprentices, Apprentices and Probationer Teachers.

## **SECTION 4.0: OUR WORKFORCE OF THE FUTURE**

### **4.1 Our Vision**

- 4.1.1 To be successful in the medium to long term, the Council workforce will need to adapt to a rapidly shifting landscape of business transformation and skill requirements. The Council will need to be able to respond to a changing environment and customer expectations. This will require the Council to adapt its workforce planning approach and organisational development strategies to ensure alignment with future skill requirements and resourcing needs. To achieve this, we will have a clear vision for transformational change for the Council, our workforce and how we will operate in the future.

### **4.2 Council of the Future**

- 4.2.1 Our Council of the future will be an organisation that:
- Promotes its values and behaviours and employees are clear about what is expected of them in terms their contribution to achieve organisational objectives;
  - Has the skills and capacity to deliver a range of high quality services that meet the growing expectations of our customers;
  - Expects our leaders and managers to be effective, flexible and able to respond and manage change;
  - Has a 'high performance' culture supported by robust performance, development and review process;
  - Is increasingly using new technology as a driver and enabler to provide modern and efficient services;
  - Actively engages with a wide range of stakeholders; and
  - Is regarded as an 'employer of choice', through retaining and attracting talent and engaging and developing its workforce.

### **4.3 Workforce of the Future**

- 4.3.1 Our workforce of the future will need our leaders and employees to:
- Be diverse, utilising a range of different skills, abilities and experiences;
  - Be adaptable and flexible;
  - Demonstrate job knowledge and technical expertise;
  - Demonstrate behavioural and cultural change in line with the Council's vision;
  - Develop their skills and competence to meet the changing demands of the Council;
  - Develop strategies for engaging and motivating employees;
  - Be resilient and solution focused;
  - Have well-developed team working/collaboration skills; and
  - Use new technology to support flexible, new ways of working.

#### 4.4 How We Will Develop Our Workforce

- 4.4.1 We recognise the need to invest in the development of our people to enhance their skills, performance and realise their potential. A targeted corporate approach to development will be progressed and implemented for all levels of the workforce.
- 4.4.2 A strategic people development strategy to support organisational change is currently being developed. The strategy will support learning and development for all levels of employees across the Council. This will enable employees to reach their potential whilst supporting the maximisation of performance levels across the Council and meeting service needs.

#### 4.5 People Development Programmes

- 4.5.1 It is recognised that the Council needs leadership and management development programmes tailored around individual requirements and organisational needs. These programmes require to focus on enhancing skills, knowledge and competency, whilst strengthening capacity to lead and deliver change effectively. In response, the HR & OD Team have introduced new development programmes, Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Certificate/Diploma.

#### 4.6 Leaders of the Future

- 4.6.1 The Leaders of the Future programme is structured around 5 strategic development themes:
- **Leading organisational change**, which includes acting and thinking strategically, leading and communicating a change programme successfully and supporting people through change.
  - **Leading with impact**, which includes how to lead others successfully using modern practices, understanding the political landscape and how to influence using appropriate strategies and techniques.
  - **Creating a performance culture**, which includes how to get the best from employees by using advanced coaching techniques, and how to build successful high performing teams.
  - **Workforce of the future**, incorporates how to apply strategic workforce planning methodology to support a flexible workforce through, identifying drivers for change, skills gap analysis, succession and talent planning.
  - **Commercial and business acumen**, which will help develop a commercial mind set and enhance your knowledge and understanding of:
    - Procurement;
    - Risk Management; and
    - Financial Management.

## 4.7 ASPIRE

4.7.1 The ASPIRE programme is structured around 5 strategic development themes:

- **Managing organisational change**, which includes how to implement and manage a change programme successfully and engage and support your people through change.
- **Managing with impact**, which will include coaching teams and how to lead, influence and engage your team effectively.
- **Creating a performance culture**, which include show to get the best from employees through effective management of performance and having difficult but effective conversations.
- **Workforce of the future**, will give an overview of the key elements of workforce planning and how to effectively plan for future resource needs.
- **Commercial and business acumen**, which includes how to work in partnership, solving problems creatively and making robust decisions, managing risk and finance effectively.

## 4.8 Chartered Management Institute (CMI)

4.8.1 The accredited CMI Certificate and Diploma in First Line Management Programme will be available, providing new and established first line managers and team leaders with the essential skills to be effective in their roles.

## 4.9 People Development Planner

4.9.1 There will be development opportunities for all employees available through our People Development Planner with a number of new courses available in 2017/2018 such as; working in a change environment and resilience.

4.9.2 The People Development Planner will be focused on targeted learning and development interventions. These will be based on service needs fed through from the annual performance, development and review (PDR) cycle for all employees.

## 4.10 Evaluation

4.10.1 These development programmes will be evaluated on an ongoing basis to ensure the people development approach continues to meet the needs of services and employees. It will be important to demonstrate a return on investment. Engagement will take place to measure delegate experience on completion of workshops, and formal impact evaluations will be undertaken at key milestones throughout the development journey. These impact evaluations will enable us to ensure that people development is meeting our strategic objectives and best value.

## **4.11 Skills and Capabilities**

- 4.11.1 As a strategic workforce planning approach is embedded across the Council, this will inform an understanding of the skills and capabilities required currently and into the future. This will be informed by the workforce action plans for each service and we will undertake skills audits to assess and identify gaps and opportunities where appropriate.
- 4.11.2 The HR & OD Team will continue to scope out development opportunities with services, in areas such as e-learning/blended learning; coaching; SVQs; CPD requirements; apprenticeships; interns and professional courses. One particular aim will be to ensure that all employees have a wider range of workplace skills.
- 4.11.3 By developing an understanding of the skills and capabilities required and the learning opportunities that exist, there will be an opportunity to ensure that the skills and capabilities required now and into the future are captured. These will be supported by relevant and applicable learning opportunities from the Council's perspective and any key gaps in the provision of learning opportunities are highlighted.
- 4.11.4 As technology, legislative and service requirements change the nature of jobs, there is an increasing need to update and develop skills and knowledge in order to raise levels of performance. This includes retraining employees where their skills may have become outdated. We need to constantly look at ways of improving the skills of our workforce so that they meet the needs and expectations of our customers and changing requirements of the Council. We therefore need to create a learning organisation and develop employees to reach their full potential.

## **4.12 Performance, Development and Review**

- 4.12.1 It is recognised that employees perform most effectively when expectations of their job role, work objectives and the wider aims of the Council are made clear to them.
- 4.12.2 A new Performance Development and Review Policy (PDR) and Core Competency Framework for all levels of employees are being developed. This will replace the current policy of Managing Team/Individual Performance Development (MTIPD) and Management Development Programme (MDP). PDR will exclude Teachers who already have nationally agreed arrangements in place.
- 4.12.3 As the Council continues to operate in an environment dominated by change and reform, PDR will support managers to ensure new demands on the skill sets and capabilities can be met. PDR will provide line managers with a robust effective, systematic and objective process for clarifying what is expected of each employee. It will recognise good performance, support and address under performance at an early stage and promote the behaviours to drive the Council forward. Performance standards, measures



and outputs will be aligned to service plans, the BCCP, Council Plan and underpinned by core competencies.

- 4.12.4 The PDR process is a continuous cycle, involving a structured programme of meetings and reviews between a manager and their employee/team, to discuss and agree competence levels and performance and development standards required by the Council. It will include a 1 to 1 or Team Objective Setting Meeting and PDR review at least every 12 months. These meetings will provide the opportunity to discuss work priorities and objectives.
- 4.12.5 PDR data will be recorded in the Council's new Enterprise Resource Planning (ERP) system when it is launched in December 2017. This will support managers and employees to manage the PDR cycle. Electronic storage of PDR data will also allow us to respond more effectively to employee development requirements, identify high performers and future talent and meet Council and service needs.
- 4.12.6 The Council's Core Competency Framework is part of the annual PDR process. It has been developed to incorporate core competencies that describe the values and behaviours we require our employees to possess, to ensure the delivery of service excellence. The competency framework comprises 3 key strategic themes. The competencies under each theme are outlined below:

#### **Personal Effectiveness**

- Understand the Bigger Picture
- Decision Making
- Self and Team Development

#### **Delivering the Service**

- Leading and Communicating
- Change Management
- Working Collaboratively and in Partnership

#### **Setting Direction**

- Council Awareness
- Drive for Results
- Strategic Planning

### **4.13 Career Pathways**

- 4.13.1 Career pathways will be designed for key Council roles, to assist employees to visualise opportunities for career progression regardless of current role. Career pathways tailored to meet the aspirations of the Council will detail the required learning and development to support progression routes. Reference will be made to the competency framework as appropriate.

- 4.13.2 The HR & OD Team will support services in creating career pathways in consultation with trade union representatives. These pathways will support succession planning contingency arrangements for business critical posts and promote the improved movement of employees across the organisation. Recruitment processes will still apply at all stages and opportunities for progression will depend upon service need.

#### **4.14 Talent Planning – Creating a High Performing Workforce**

- 4.14.1 Talent Planning within the Council refers to the process of attracting, selecting, training, developing, engaging and retaining employees. We recognise the potential in all of our employees and that talent exists throughout the Council.
- 4.14.2 The outcome of the PDR process will be critical to introducing a Talent Planning approach across the Council. A Talent Planning approach allows managers to capture the discussions within the PDR process about career development aspirations. Managers can use this knowledge about the skills, talent and ambitions in their teams to plan for the future.
- 4.14.3 Talent Planning will support the achievement of Council and Service Plan objectives, increase organisational resilience, improve employee development opportunities and strengthen employer identity.

#### **4.15 Rewarding Our Employees**

##### **4.15.1 Pay and Grading**

We have distinct employee groups with their own national negotiating arrangements for pay purposes and each of which has specific pay and grading arrangements in place.

- 4.15.2 **Chief Officers'** pay is negotiated nationally by the Association of Local Authority Chief Executives (ALACE).
- 4.15.3 **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.
- 4.15.4 **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. A job sizing toolkit has been provided through the SNCT to determine the appropriate rate of pay of higher grade teachers.
- 4.15.5 **Craft Workers** are paid in accordance with a local collective agreement on the rates of pay for the respective trades, semi-skilled and unskilled labourers.

## **4.16 The Living Wage**

- 4.16.1 The Council is an accredited Living Wage employer and currently pays a supplement to those in the bottom grades to ensure they are paid the set living wage.
- 4.16.2 While the Council has to date supported the application of the living wage, and this has assisted our less well paid, it should be noted that pay awards in relation to the living wage have created challenges. The increase in the Scottish local government living wage for employees during 2017-2018 will be 2.1% (which is inclusive of the national pay award). In comparison, the pay award for other Council employees will be 1% (for those earning £35,000 and above).
- 4.16.3 A review of the Council's pay and grading model will look to:
- Integrate the 'Scottish Local Government Living Wage' (SLGLW);
  - Remove overlaps in the pay grades;
  - Reduce the number of increments within each pay grade to comply with equality legislation; and
  - Maintain differentials between pay grades.
- 4.16.4 As part of the Council's living wage accreditation, the organisation will seek to ensure, where possible, that tenders for all agency staff providing a service on behalf of the Council can meet the requirements of the living wage commitment.
- 4.16.5 Furthermore, the Council will continue to work with local businesses to encourage them to become a living wage employer. Businesses signing up to Invest in Renfrewshire are provided with advice regarding the accreditation process.

## **4.17 Employment Package**

- 4.17.1 Our employment package is constantly reviewed and updated to ensure in the context of the on-going financial challenge, it remains attractive, competitive, modern, fair and valued by current employees and potential employees. We offer:
- A high quality pension scheme supported by auto enrolment;
  - Very competitive annual leave provision;
  - A variety of flexible working opportunities including flexi-time, part-time, term-time and compressed hours;
  - Up to twelve months' occupational sick pay;
  - An employee assistance programme; and
  - Salary sacrifice schemes such as childcare vouchers.
- 4.17.2 The Council's employee benefits package will be actively promoted to maximise the advantages of the schemes for both existing and prospective employees.

4.17.3 Clearly, the ability to recruit skilled employees 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 social media for advertising and partnering with local colleges to offer placements with jobs at the end.

4.17.4 In the future we aim to increase the use of programmes to “grow our own” employees through apprenticeship or professional traineeships, improve career pathways and make career routes more visible to our employees to engage, retain and attract the right employees.

#### **4.18 How We Will Engage With our Trade Unions**

4.18.1 We will consult and work in partnership with trade unions to establish a culture of trust and to develop a working environment where the ideas, views, knowledge and experience of our workforce are listened to, considered and valued.

#### **4.19 How We Will Improve Employer Identity and Employee Engagement**

4.19.1 We recognise that employee engagement will be a key driver in achieving our strategic objectives, increasing workforce capability, increasing motivation and creating a culture where our employees know where they fit into the bigger picture.

4.19.2 In addition to the engagement of our current workforce, our candidate experience during recruitment is an important part of building on our employer identity, and in promoting the excellent benefits of working at Renfrewshire Council. We will work to streamline and improve the recruitment process and experience for recruiting managers and candidates.

4.19.3 Specific employer identity and engagement actions will include:

- Streamlining the recruitment process;
- Improved induction arrangements for new employees;
- Delivering a creative marketing campaign across all services to attract a high quality and inclusive workforce;
- Engaging with partner universities and local colleges with regard to entry level positions and workforce supply challenges;
- Better recruitment and selection procedures e.g. a ‘grow your own’ policy supporting our existing workforce into roles;
- Improved succession planning;
- Clear job outlines/specifications; and
- Clearly defined career pathways.

4.19.4 Given the pace of change, it is critical to engage and communicate with our employees on a continuous basis so that they are aligned around the Council’s vision and outcomes. We will do this through surveys, impact evaluation of people development, regular engagement with the Council’s

senior management teams, consultation with the trade unions, the use of existing staff panels and the establishment of new forums to engage with our workforce.

- 4.19.5 Consultation with key stakeholders, including senior management teams and trades unions will continue, to identify key priority actions from the service workforce plans.

## **4.20 How We Will Improve Equality and Diversity in the Workplace**

- 4.20.1 The Council has a legal obligation to meet the requirements of the Equality Act 2010 and The Public Sector Equality Duty (PSED). Equality legislation protects people from discrimination on the basis of the protected characteristics of:

- Age;
- Disability;
- Gender;
- Gender reassignment;
- Pregnancy and maternity;
- Race;
- Religion and belief;
- Sexual orientation; and
- Marriage and civil partnerships.

- 4.20.2 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; and
- Foster good relations between people who share a protected characteristic and those who do not.

- 4.20.3 The Specific Duties relating to employment in Scotland 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; and
- Report progress on mainstreaming the equality duty.

- 4.20.4 The Council has an Equality Mainstreaming report for 2017 and identified equality outcomes. In addition the Council:

- Continues to gather workforce equal opportunities information to improve our data and identify areas for further development;

- Is reviewing learning and development provisions to ensure that equality and diversity is mainstreamed through all development where appropriate;
- Has a revised Equal Pay statement and, in line with Gender Pay legislation, is currently conducting a Pay Audit;
- Is currently revising the Equality and Diversity and Respect at Work employment policies and associated learning and development; and
- Continues to encourage employees to take part in the annual equality monitoring exercise, to ensure services, policies and employment practices are fair, reasonable and embedded in the Council.

#### **4.21 Overtime Usage and Sickness Absence Performance**

4.21.1 It is recognised that overtime usage and sickness absence levels within Council services are often linked, with employee attendance levels impacting on the availability and effective deployment of the workforce.

4.21.2 As part of workforce planning support to services, the HR & OD Team will continue to assist services to minimise and reduce overtime usage by providing ongoing guidance and training on supporting attendance. Regular meetings take place with services to identify appropriate OD and workforce planning strategies, to reduce overtime costs and employee absence levels and review progress. In addition, HR & OD will move towards the provision of monthly overtime costs information in a format that better fits with the financial year and facilitates effective overtime management.

#### **4.22 Health, Safety and Wellbeing**

4.22.1 The Council 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 is accredited to BS OHSAS 18001:2007.

4.22.2 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 an 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.

4.22.3 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.

- 4.22.4 Proactive and reactive workplace monitoring assists 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.
- 4.22.5 A robust recruitment and selection process coupled with a variety of learning and development opportunities ensure competent employees. A suite of corporate health, safety and wellbeing training, based on the needs of the Council, provides employees with information alongside service specific inductions and briefing sessions.
- 4.22.6 Proactive health and wellbeing events and opportunities for employees are planned and delivered via the Health and Safety Team and the Healthy Working Lives Group. The organisation achieved and has maintained its “Healthy Working Lives” Gold award since 2009.
- 4.22.7 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.

#### **4.23 Modern Apprenticeships**

- 4.23.1 The Council is recognised by Skills Development Scotland (SDS) as a National Training provider and each year delivers a range of Modern Apprenticeship (MA) opportunities. The Council’s Modern Apprenticeship Programme currently provides apprenticeships in both traditional craft areas, such as joinery, electrical, plumbing, horticulture and motor vehicle mechanics, as well as in non-traditional areas, such as Business and Administration, Procurement and Digital and Creative Media through our Office-based Programme.
- 4.23.2 An apprenticeship levy was introduced from April 2017, which will see employers pay 0.5% of their total wage bill. Utilisation of the levy should be used to deliver new apprenticeships and will be aligned to strategic workforce planning across services.
- 4.23.3 The further offer of modern apprenticeships, as an option to support future workforce availability and supply, will be considered during the implementation of service workforce plans.

## **SECTION 5.0: IMPLEMENTING THE WORKFORCE PLANNING ACTION PLAN**

### **5.1 Workforce Planning Action Plan**

- 5.1.1 The Workforce Planning Action Plan at **Appendix 3** details the 5 key workforce planning priorities that emerged from service workforce plans and are to be progressed across the Council.
- 5.1.2 The Council will engage and consult with all relevant stakeholders, particularly our Trade Unions, in the implementation of the key workforce planning priorities.

## **SECTION 6.0: IMPLEMENTATION, MONITORING AND REVIEW**

### **6.1 Workforce Planning Governance**

- 6.1.1 The Council recognises that successful workforce planning is an active, ongoing dynamic process that must be monitored and adjusted where necessary, depending on internal and external pressures. Implementation of the Council Workforce Plan will be led and monitored by the Strategic OD and Workforce Planning Board. The progress of this plan will be continually reviewed, and reported regularly to the Council's CMT and annually to the Finance, Resources and Customer Services Policy Board.
- 6.1.2 This monitoring and review process will enable us to make adjustments to these strategies and actions and address any organisational priorities which arise. This will increase Council resilience by ensuring services are able to quickly respond to change and emerging challenges.
- 6.1.3 Success of this plan depends on Elected Members, Chief Officers, Managers, Trade Unions and employees working together, to ensure the Council experiences the full benefits of a strategic, structured approach to workforce planning.

Please contact the HR & OD Team with any views or contributions or with any questions about the content or application of our Council Workforce Plan.

**Signed:**  
**Alan Russell**  
**Director of Finance and Resources**



## **1.0 National Drivers on Workforce Demand and Availability**

- 1.1 Please find some further examples of current national legislation and policy drivers which impact on the Council's workforce demand and availability.

### **1.1.1 The Community Empowerment (Scotland) Act 2015**

This continues to be implemented in stages by the Scottish Government which impacts on the services the Council provides. The Council will continue to ensure we support communities to engage and participate effectively, for example, making it simpler for communities to request and manage public sector land and buildings, and improve the statutory base for community planning.

### **1.1.2 Fairer Scotland Action Plan**

This has been developed following an extensive period of public engagement over 2015 and 2016. The plan also builds on Poverty and Fairness Commissions that have been set up by local authorities across Scotland. The Action Plan consists of five high-level ambitions and fifty actions. The five ambitions will be focused on in the period to 2030. The fifty actions are for this parliamentary term. Scottish Government will issue a progress report by the end of 2019.

### **1.1.3 Child Poverty (Scotland) Bill**

The Scottish Government introduced the Child Poverty (Scotland) Bill on 9 February 2017. The Bill establishes a framework for reducing child poverty and puts in place mechanisms to assess progress. The Bill establishes statutory targets to be met by Scottish Ministers relating to child poverty and a requirement to prepare delivery plans and annual progress reports. The Bill requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets.

### **1.1.4 Social Security (Scotland) Bill**

The Bill will take forward the Scottish government's priorities for the social security powers that are to be devolved and the establishment of a new Social Security Agency. The Bill will then define the types of social security assistance which the Government will give (e.g. assistance for people with disabilities, carers, maternity and funeral expenses, heating costs and so forth).

### **1.1.5 Social Work and Care Workforce Policy**

There is a national policy direction which aims to improve the qualifications for residential childcare workers, and may require a degree qualification. This was originally due to commence in 2017 and has now been deferred. The Council will have to remain alert to this future qualification requirement, and further workforce planning is required to scope the implications of this in terms of capacity, training and development.

There is also a responsibility on the Council as an employer to provide appropriate workforce development to support employees to increase their knowledge and expertise, meet registration requirements and the new

“Fitness to Practice” responsibilities. Policy reviews and legislative changes such as the National Review of Children in Care System will require flexibility in the service. The operation of multi-agency public protection arrangements (MAPPA) and the presumption against short sentences have resulted in significant demand within criminal justice and it is anticipated that this will continue to be the case.

#### 1.1.6 **Food Standards Scotland**

This new national body has set out its strategic vision for the delivery of food law enforcement in Scotland. There is a change in the vision which will have a greater focus on dietary health improvements as well as focus on food law enforcement.

#### 1.1.7 **Scottish Environment Protection Agency (SEPA)**

SEPA plan to use the powers given to them under the Regulatory Reform (Scotland) Act 2014 to help Scotland be one of the first countries to tackle the challenge of the over-use of the planet’s natural resources. The regulatory strategy establishes a clear purpose for SEPA which seeks to support and create both social and economic benefits for Scotland by devising and delivering environmental improvements. This is described in the statutory purpose:

- Protect and improve the environment (environmental success) in ways that, as far as possible create health and well-being benefits (social success) and sustainable economic growth (economic success).

#### 1.1.8 **Climate Change Scotland Act 2009**

The Climate Change Scotland Act 2009 sets out key targets to reduce carbon emissions in Scotland by 80% by 2050. Renfrewshire Council has developed a Carbon Management Plan detailing key actions to meet an ambitious target to reduce carbon emissions by 36% by 2020.

#### 1.1.9 **National Waste Strategy**

The Waste (Scotland) Regulations signify a landmark step-change in the way individuals and businesses in Scotland manage their waste. The regulations are designed to make the most of the fact that waste is a valuable resource which, when treated appropriately, holds the potential to significantly boost Scotland’s economy and create green jobs. These regulations have a significant impact on Renfrewshire’s strategic waste strategy and service delivery over the next five years and will also impact on the Council’s carbon strategy and targets.

#### 1.1.10 **Building Safer, Greener Communities**

The programme seeks a flourishing optimistic Scotland in which resilient communities, families and individuals live their lives safe from danger, disorder and harm. To address the two objectives of reducing the number of victims of crime and reducing the number of victims of unintentional harm the service will develop a multi-agency tasking approach to deliver sustainable long term improvements for local communities.

#### 1.1.11 **“Homes Fit for the 21st Century”**

The Scottish Government strategy “Homes Fit for the 21st Century” details the government’s action plan for housing up to 2020 and includes challenging targets in the quality and refurbishment of existing affordable social housing, including housing to meet the needs of disabled people and older people for independent living. This will impact on demand and expectations by service users on the Directorate workforce.

#### 1.1.12 **Scottish Planning System Review**

The Scottish Government are currently carrying out a consultation with regard to the future of the Scottish Planning System. The consultation paper “Places, People and Planning” sets out 20 proposals for change which aim to strengthen the planning system and support sustainable economic growth across the country. The proposals build on the recommendations of an independent review of the planning system with responses to the consultation being required in April 2017. Some of the proposals which will impact on the service and planning profession if implemented include:

- Developing skills to deliver outcomes;
- A new approach to improving performance;
- Making better use of resources - efficient decision making; and
- Innovation, designing for the future and the digital transformation of the planning service.

#### 1.1.13 **Construction (Design and Management) Regulations 2015**

These regulations cover the management of health, safety and welfare when carrying out construction projects and aim to improve health and safety in the industry through the planning and co-ordination of work, effective risk information and related management, communication, engagement and consultation and having the right people for the right job at the right time.

## Appendix 2: Workforce Availability – Demographics

### 1. Summary of Key Findings

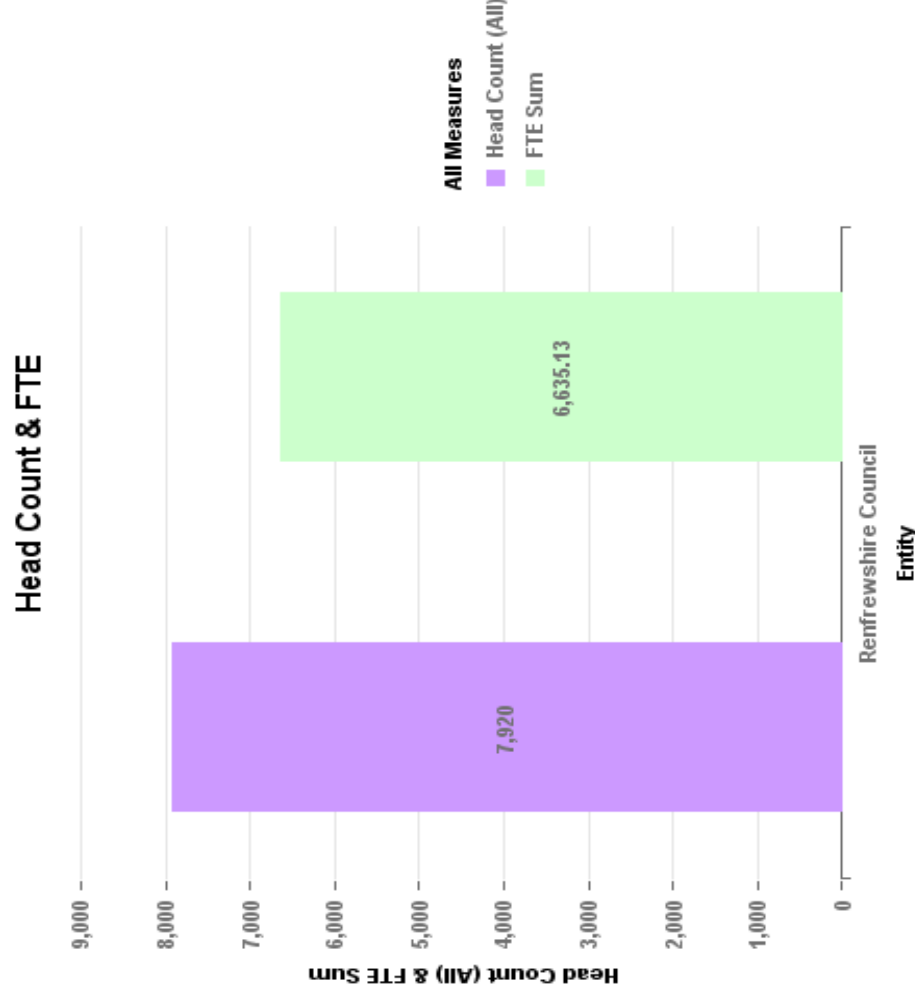
- A total of 7920 people were employed by the Council at 31 March 2017, corresponding to 6635.13 full time equivalent posts (FTE); 73% of our employees are female and 27% are male;
- 90% of our employees have a permanent contract; the other 10% are made up of Temporary employees, Modern Apprentices, Apprentices and Probationer Teachers.
- 62% of our employees are full time (equivalent of 1 FTE) with the remaining 38% working part time;
- Average length of service is approximately 12 years.

All figures shown are as at 31 March 2017, unless otherwise stated. For future iterations of the Workforce Plan, once the new Enterprise Resource Planning (ERP) system, Business World, is implemented within the Council, it is anticipated that a more detailed breakdown of the workforce demographics will be available.

### 2. Headcount and FTE

As at 31 March 2017 the Council workforce comprised of headcount of 7920 and 6635.13 full time equivalents (FTE) as demonstrated by the chart below.

Figure 9: Headcount and FTE



The table and chart below highlight the spread of headcount and FTE across each service area. Currently the largest headcount by service area is Children's Services with 2821.55 FTE staff deployed. This is followed by Community Resources with 1297.72 FTE.

Figure 10: Renfrewshire Council Employee Headcount and FTE by Service

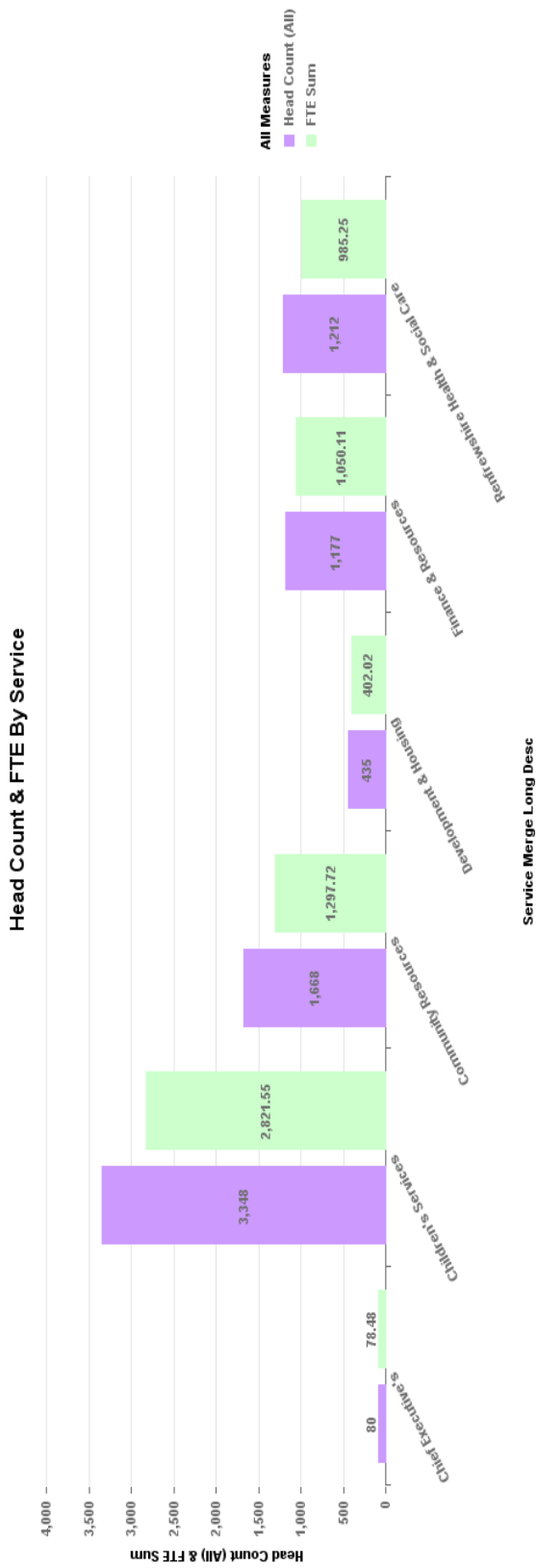
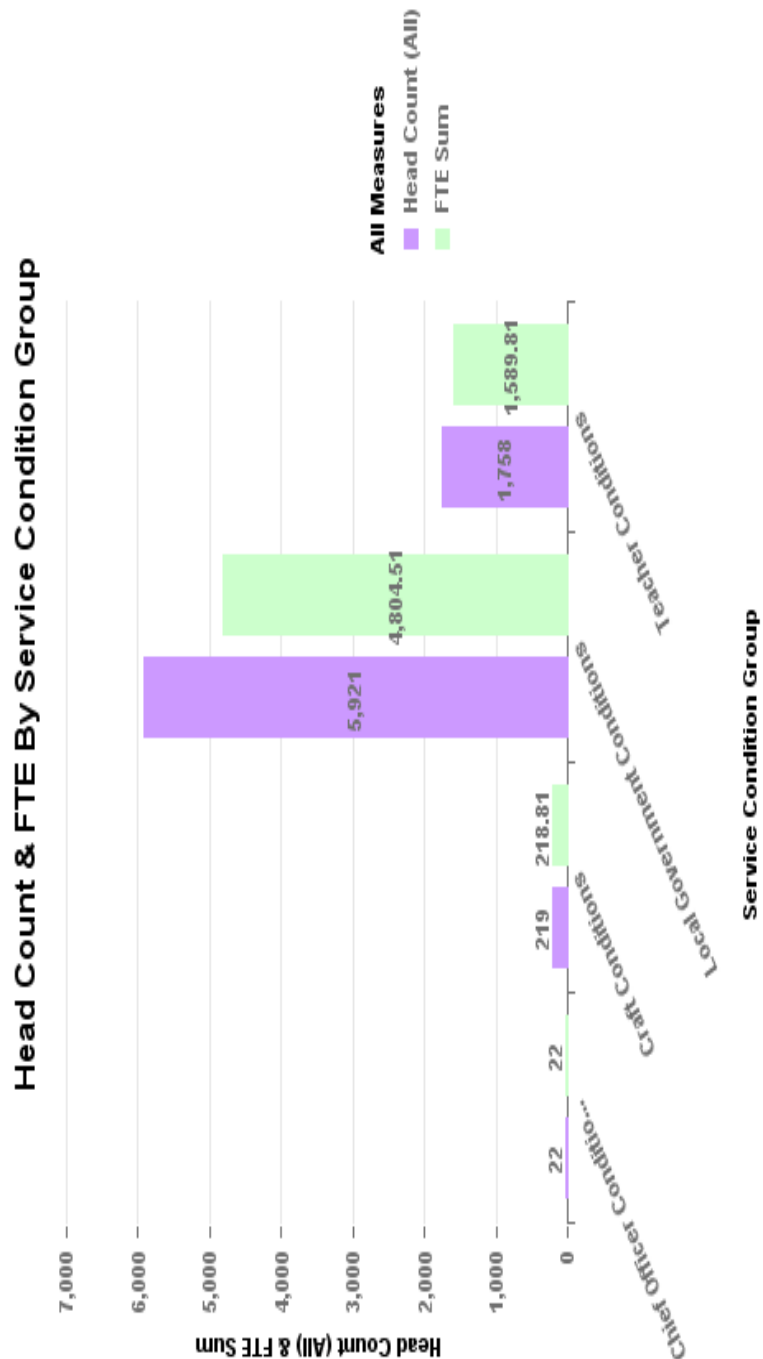


Figure 11: Renfrewshire Council Employee Headcount and FTE by Service

Directorate	Head Count (All)	FTE Sum
Chief Executive's	80	78.48
Children's Services	3348	2821.55
Community Resources	1668	1297.72
Development & Housing	435	402.02
Finance & Resources	1177	1050.11
Renfrewshire Health & Social Care	1212	985.25
Grand Total	7920	6635.13

Figure 12: Renfrewshire Council Employee Headcount and FTE by Service Condition Grouping



The table below shows the workforce broken down by service condition.

**Figure 13: Renfrewshire Council Employee Headcount and FTE by Service Condition Grouping**

Service Condition Group	Head Count (All)	FTE Sum
Chief Officer Conditions	22	22.00
Craft Conditions	219	218.81
Local Government Conditions	5921	4804.51
Teacher Conditions	1758	1589.81
Grand Total	7920	6635.13

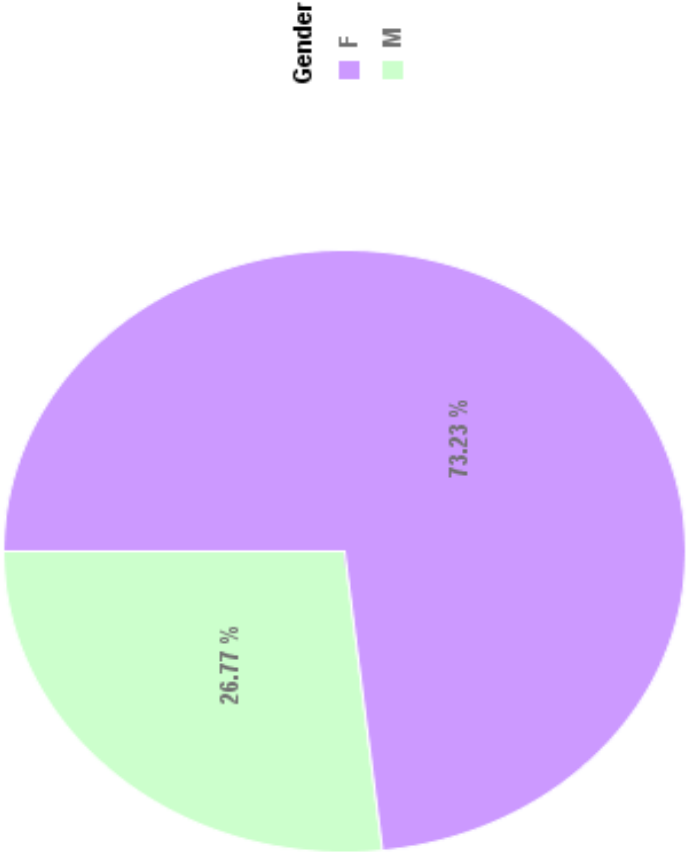
The largest number of staff are on local government conditions, 5921 (75%). This is followed by Teacher Conditions, 1758 (22%). Employees on Craft Conditions and Chief Officer Conditions account for 3% of the workforce.

**3. Gender Profile**

The gender profile for the Council workforce shows that it is predominantly female. The pie chart below highlights that just over 73% of the council's workforce are female, 27% male.

**Figure 14: Renfrewshire Council Employee Headcount by Gender**

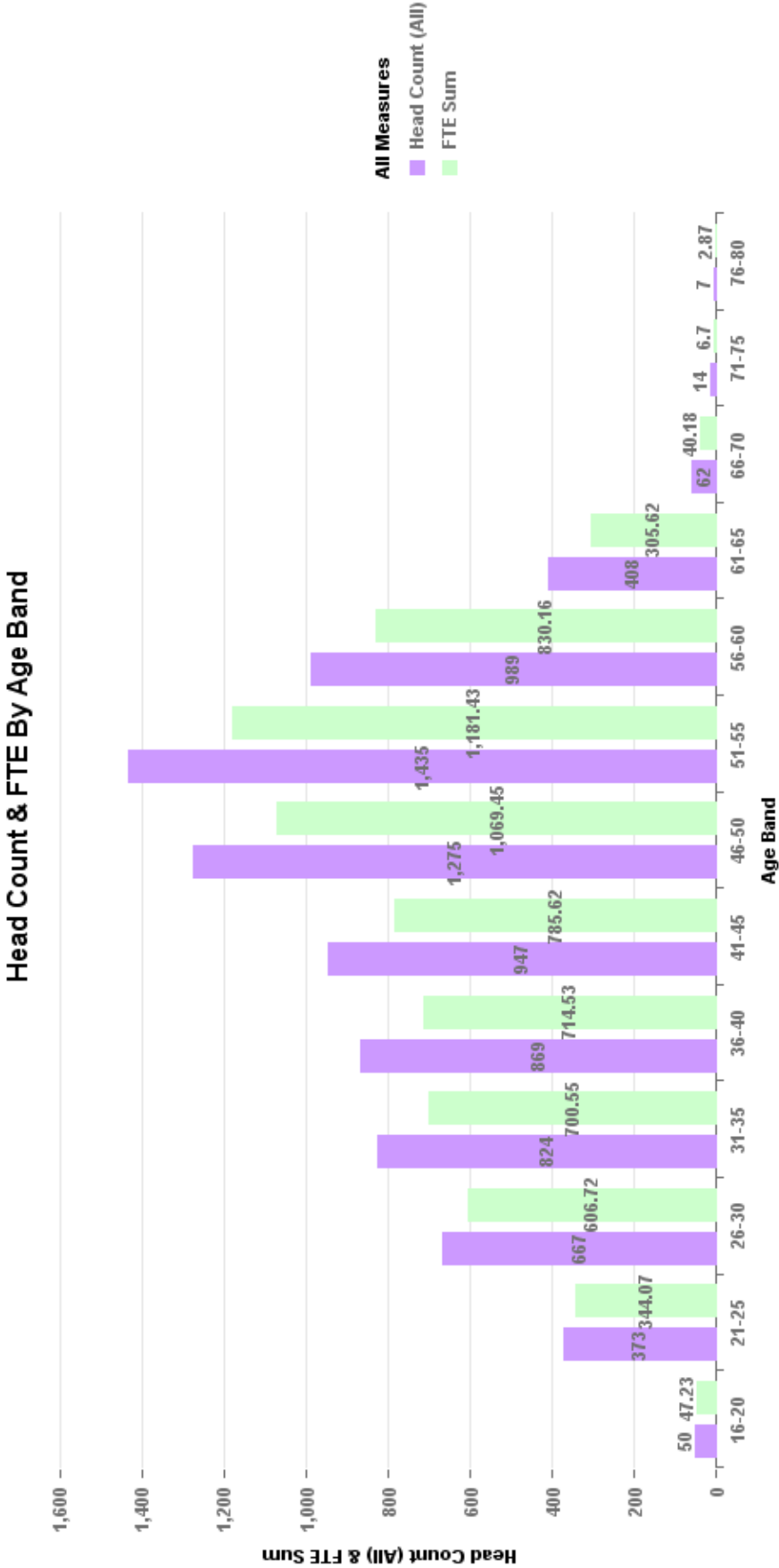
**Head Count By Gender As A %**



4. Age Profile

The chart below shows the Council headcount & FTE in 5 year age bandings.

Figure 15: Renfrewshire Council Employee Headcount and Age Banding



The age profile is broadly reflective of the Renfrewshire population and Scotland's average as a whole, with 48% of Renfrewshire's population aged 45 years and over.



**Figure 16: Renfrewshire Council Employee Headcount & FTE by Age banding**

Age Band	Head Count (All)	FTE Sum
16-20	50	47.23
21-25	373	344.07
26-30	667	606.72
31-35	824	700.55
36-40	869	714.53
41-45	947	785.62
46-50	1275	1069.45
51-55	1435	1181.43
56-60	989	830.16
61-65	408	305.62
66-70	62	40.18
71-75	14	6.70
76-80	7	2.87
<b>Grand Total</b>	<b>7920</b>	<b>6635.13</b>

The age profile of the Council workforce displays a number of characteristics which are important in relation to our workforce Planning processes:

- 37% of our workforce is over 50 years old.
- The largest age band falls between 51 and 55 years of age with significant numbers also falling in the 46-50 (16%) and 56 to 60 (12%) year old groupings.
- 30% of our workforce falls within the 51 to 60 age group. 6% of the workforce is over 60 years old.5% of the Council workforce is under 24 years old.

The age profile is similar to that of the Renfrewshire population and Scotland's average as a whole, with 48% of Renfrewshire's population aged 45 years and over.

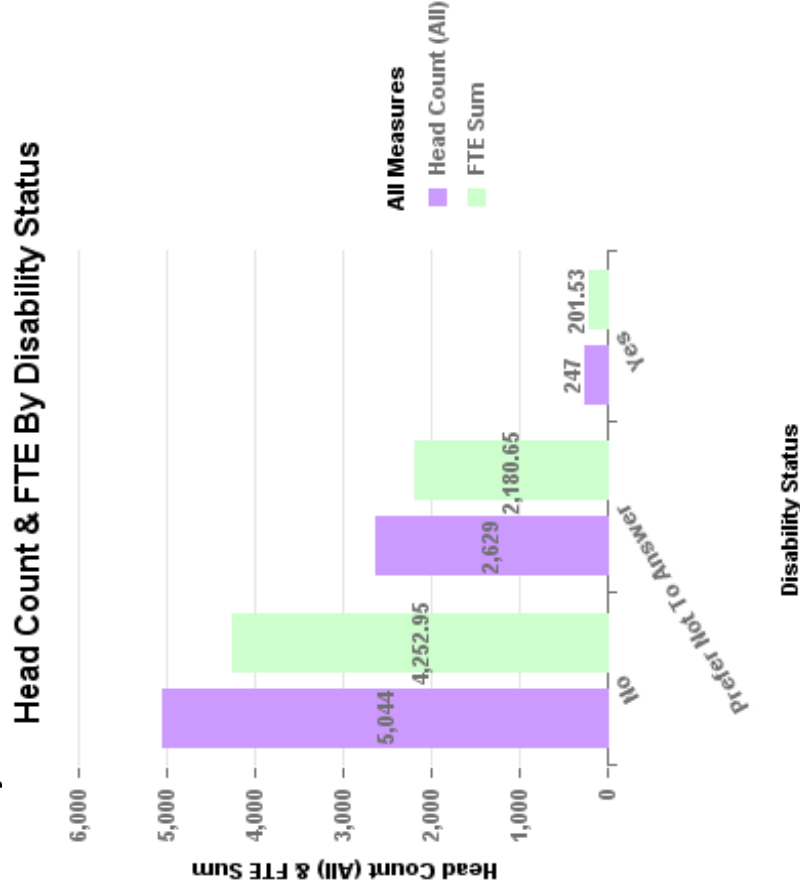
This data highlights that the Council has an ageing workforce and the workforce planning process has identified that this poses a significant risk to service delivery across the next 5 to 10 years. The removal of a statutory retiral age means that it is difficult to predict with any certainty how many of the staff identified as at high risk of retiral will choose to leave across the next five years. In this context, it is recognised that the use of flexible retirement should be more substantially developed and deployed in appropriate circumstances across the organisation to facilitate workforce planning, including succession planning, to ensure capacity is maintained and skill and knowledge transfer. For workforce planning purposes three areas of retiral risk across the 5 year period 2017-2022 are as follows:

- Low Risk – all staff aged under 50 years old;
- Medium Risk – all staff aged between 50 and 59 years;
- High Risk – all staff over 60 years old.

## 5. Disability Profile

As at 31 March 2017, 3% employees declared as having a disability. With the introduction of ERP, data will be refreshed and employees will be encouraged to declare their equalities information. Further communications strategies explaining to staff why we hold this information will be implemented to try and improve on the level of disclosure.

**Figure 17: Renfrewshire Council Employee Headcount & FTE by Disability Status**



## 6. Ethnic Origin Profile

The table below details our ethnic origin profile. 28% have declared as white Scottish, however 66% have responded as 'prefer not to answer'.

**Figure 18: Renfrewshire Council Employee Headcount & Ethnic Origin**

Ethnic Origin	Head Count
African - African, African Scottish or African British	13
Arab - Arab, Arab Scottish or Arab British	2
Asian, Asian Scottish or Asian British - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	1
Asian, Asian Scottish or Asian British - Chinese, Chinese Scottish or Chinese British	2
Asian, Asian Scottish or Asian British - Indian, Indian Scottish or Indian British	16
Asian, Asian Scottish or Asian British - Pakistani, Pakistani Scottish or Pakistani British	9
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	4
Mixed Ethnic background	18
Other Ethnic background	39
Prefer not to answer	5295
White - Irish	38
White - Other British	214
White - Scottish	2248
White - Eastern European (eg Polish)	21
<b>Grand Total</b>	<b>7920</b>

7. Position Status

62% of our employees are full time (equivalent of 1 FTE) with the remaining 38% working part time.

Figure 19: Renfrewshire Council Employee Headcount & FTE by Position Status

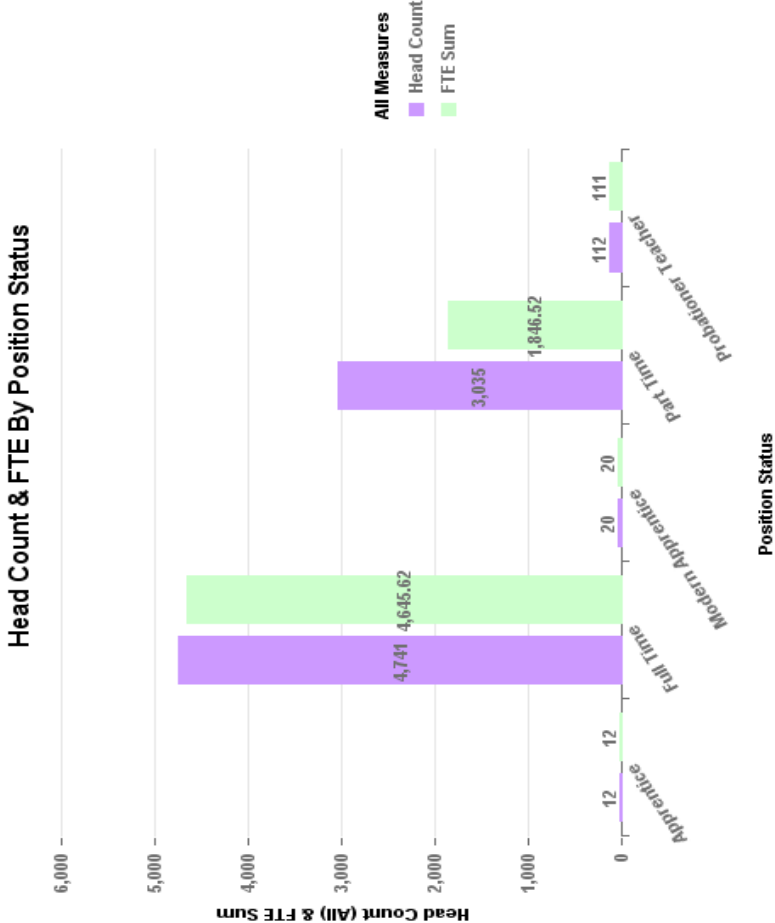


Figure 20: Renfrewshire Council Employee Headcount & FTE by Position Status

Position Status	Head Count (All)	FTE Sum
Apprentice	12	12.00
Full Time	4741	4645.62
Modern Apprentice	20	20.00
Part Time	3035	1846.52
Probationer Teacher	112	111.00
Grand Total	7920	6635.13

Figure 21: Renfrewshire Council Employee Headcount & FTE by Contract Status  
Head Count & FTE By Permanency Status

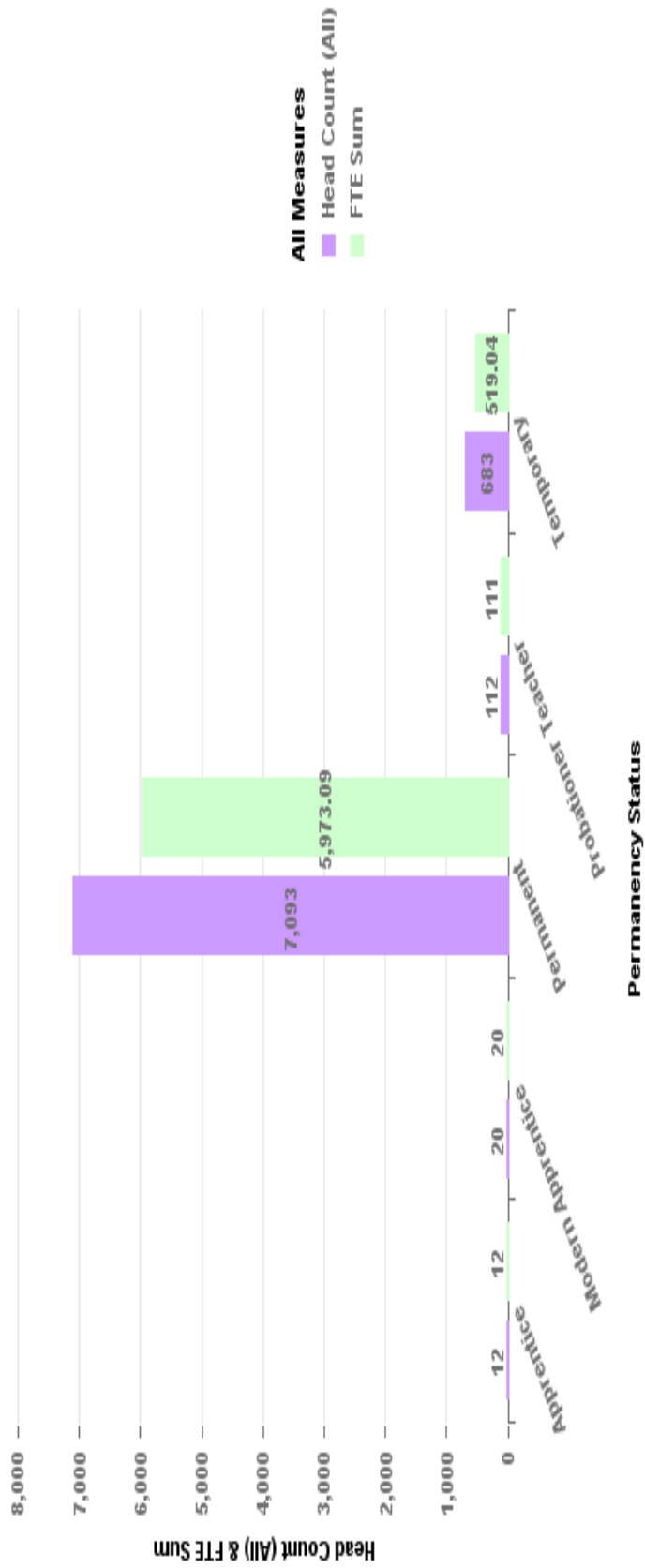
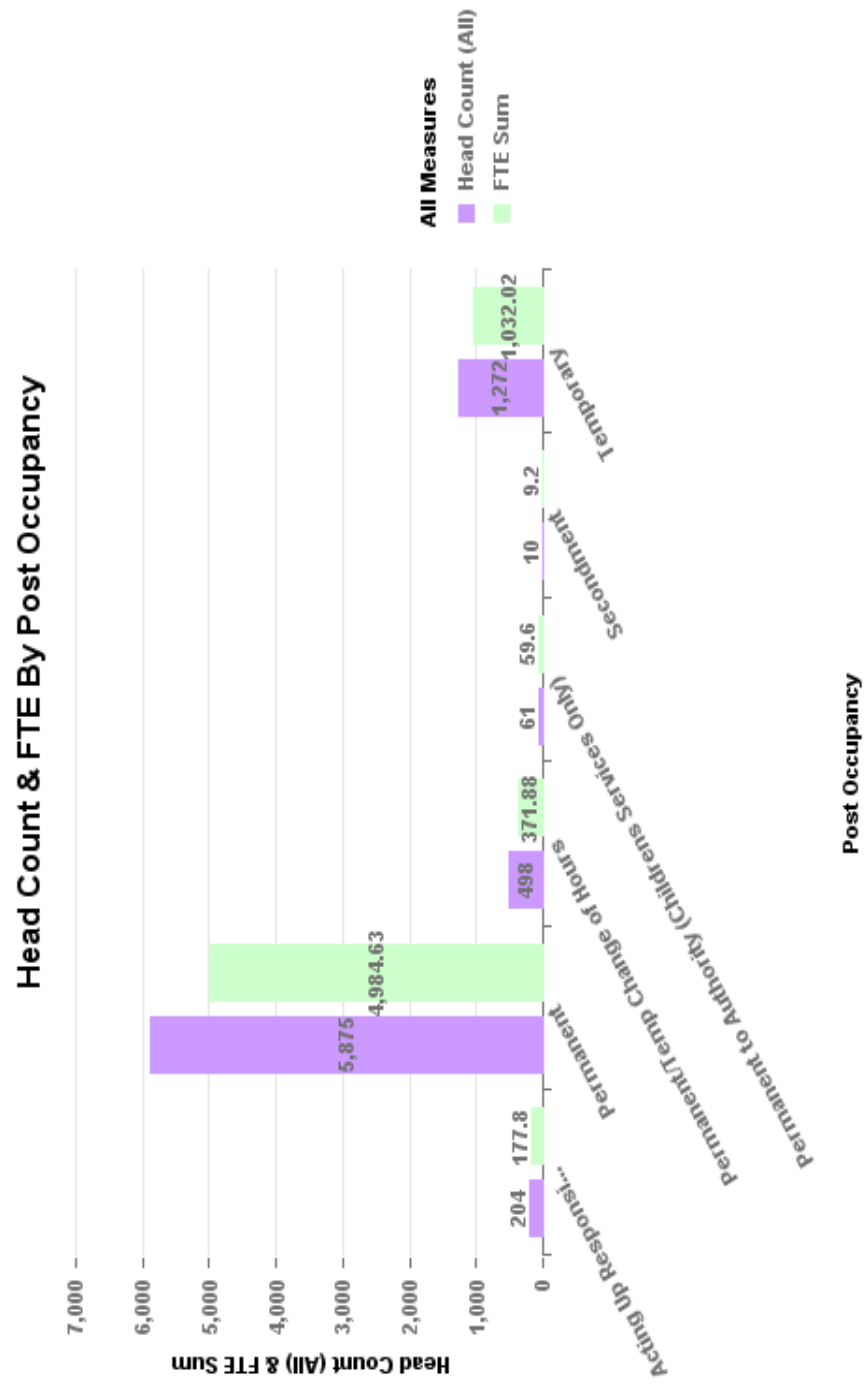


Figure 22: Renfrewshire Council Employee Headcount & FTE by Contract Status

Permanency Status	Head Count (All)	FTE Sum
Apprentice	12	12.00
Modern Apprentice	20	20.00
Permanent	7093	5973.09
Probationer Teacher	112	111.00
Temporary	683	519.04
Grand Total	7920	6635.13

Figure 23: Renfrewshire Council Employee Headcount & FTE Post Occupancy



**Figure 24: Renfrewshire Council Employee Headcount & FTE Post Occupancy**

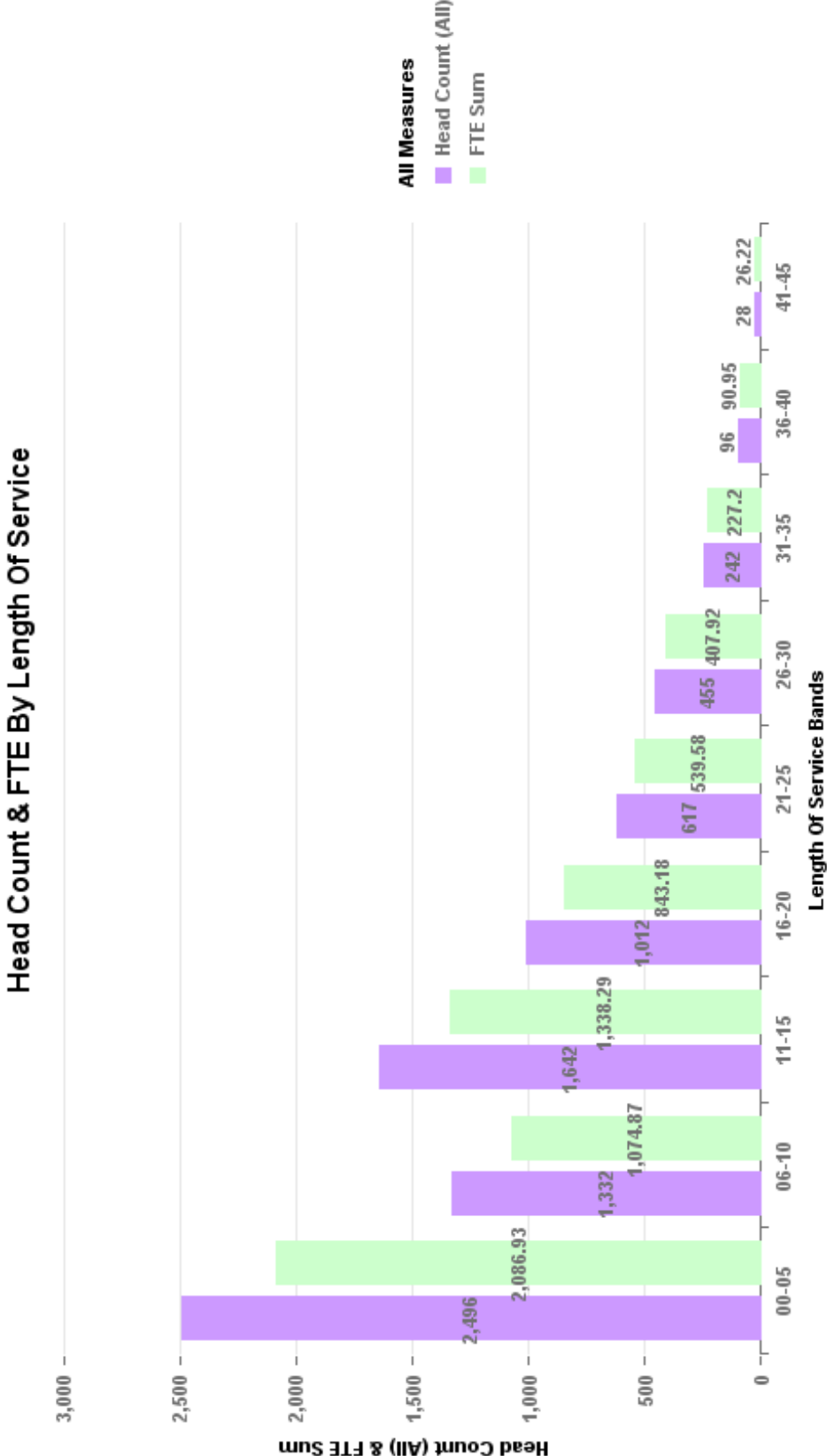
Post Occupancy	Head Count (All)	FTE Sum
Acting Up Responsibility	204	177.80
Permanent	5936	5044.23
Permanent/Temp Change of Hours	498	371.88
Secondment	10	9.20
Temporary	1272	1032.02
<b>Grand Total</b>	<b>7920</b>	<b>6635.13</b>

There are a range of different types of contracts used throughout the Council, however 90% of our employees are employed on permanent contracts. Of this 90%, 8.3% are currently occupying a temporary post and are included in the Temporary Headcount figure above.

8. Length of Service

The average length of service is approximately 12 years. The biggest numbers for length of service band occupy the 0-5 years banding. This is 31% of the workforce.

Figure 25: Renfrewshire Council Employee Headcount & FTE by Length of Service



**Figure 26: Renfrewshire Council Employee Headcount & FTE by Length of Service**

Length Of Service Bands	Head Count (All)	FTE Sum
00-05	2496	2086.93
06-10	1332	1074.87
11-15	1642	1338.29
16-20	1012	843.18
21-25	617	539.58
26-30	455	407.92
31-35	242	227.20
36-40	96	90.95
41-45	28	26.22
<b>Grand Total</b>	<b>7920</b>	<b>6635.13</b>

## 9. Turnover and Leavers

### Turnover

Turnover for the Council for year 2016/2017 is 8.56%

This figure has decreased over the last 4 years.

Year	Turnover %
2013/2014	9.05%
2014/2015	9.50%
2015/2016	10.11%
2016/2017	8.56%

The reasons for leaving, included in turnover, are detailed in the table below.

Turnover within the Council has remained relatively stable, with an increase evident in 2015/2016. This increase was due to a group of employees being TUPE transferred to Renfrewshire Leisure, which is company limited by guarantee which also has a charitable status and provides leisure and cultural centres on behalf of Renfrewshire Council. Further analysis of turnover by service area, gender and age will be carried out within the next year to determine if there are any particular areas of concern.

### Reasons for Leaving

We collect data about the reasons why people leave the organisation through resignation letters, exit questionnaires and interviews. 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.

**Figure 27: Renfrewshire Council Employee Leaver Reason – 1 April 2016 to 31 March 2017**

Leaving Reason Long	Leaver Head Count Between 01/04/2016 & 31/03/2017
Death In Service	10
Dismissal - Gross Misconduct	2
End of Temporary Contract	78
Lack of Capability	30
Redundancy	1
Resignation	401
Retirement (Age related)	54
Retirement (Early)	65
Retirement (Ill Health)	32
<b>Total:</b>	<b>673</b>

The table above provides the reasons for leaving the Council in 2016/2017. The principle reason is recorded as 'Resignation' for 60% of the leaver population. The second largest reason for leaving is 'End of Temporary Contract' at 12%. Further analysis needs to take place to determine reasons for resignation and if any service areas where there is a high leaver rate and the reasons for this.

## 10. Monitoring

We will continue to monitor trends across the workforce to inform future need. The current profile of our workforce

presents opportunities, such as, reviewing the use of temporary contracts, redesign of service structures, increasing flexibility of working patterns, flexible retirement options and improved diversity across the workforce. While this document has classed potential staff retireals as a risk to service delivery, it must also be noted that the resources which may be released by increased turnover of staff could also present opportunities in the context of change and transformation projects to facilitate the managed reduction in the workforce to release associated budget savings.

Leavers, resignations and retiral numbers will continue to be monitored in order to establish whether there is any discernible pattern which will assist in improving projection for work force planning purposes.



### Appendix 3 The Council Workforce Plan Action Plan 2017- 2020

The following action plan highlights the 5 key workforce planning themes, priorities and outcomes, aligned to the achievement of the Better Council Change Programme Priority 9 – Supporting our Employees.

Workforce Planning Theme 1 – A Modernised and Flexible Workforce			
Key Actions	Outcome	Timescale	Responsibility
Embed service workforce planning key themes into the service improvement planning process	<ul style="list-style-type: none"> <li>Workforce planning is not seen as a standalone activity and progress can be monitored and reported through service improvement planning cycles</li> <li>Service workforce planning priorities are aligned to the Council's workforce planning outcomes</li> </ul>	December 2018/ quarterly	All Directors/ Head of HR & OD
Review employment contracts with services in areas that are experiencing challenges  Implement revised supporting HR & OD policies to support new ways of working  Review and improve the Recruitment and Selection processes	<ul style="list-style-type: none"> <li>Flexible contracts are utilised to support different approaches to service delivery, reducing overtime and supporting attendance. People resources are deployed more effectively across services</li> <li>Employees are supported with learning and development to embrace new policy and practice</li> <li>Reduce the lead times within the recruitment and selection process from advert to candidates start date</li> <li>Ongoing compliance with employment legislation</li> <li>Managers are developed in line with the revised process and best practice</li> <li>The Council attracts and retains a diverse workforce</li> </ul>	June 2018/ quarterly	All Directors/ Head of HR & OD

Workforce Planning Theme 1 – A Modernised and Flexible Workforce			
Key Actions	Outcome	Timescale	Responsibility
Collate and review the process for creating job outlines, person specifications and adverts to support ongoing service reviews	<ul style="list-style-type: none"> <li>New job outlines, person specifications and adverts attract and retain quality candidates ensuring consistency in approach across services</li> </ul>	September 2018/ quarterly	All Directors/ Head of HR & OD
Implement service redesigns in line with BCCP	<ul style="list-style-type: none"> <li>New service operating models are implemented across the Council to support new and different ways of working and meet service and customer needs</li> </ul>	September 2018/ quarterly	All Directors/ Head of HR & OD
Review and implement a revised Pay and Grading model for Local Government Employees	<ul style="list-style-type: none"> <li>A new pay and grading model will future proof the Council against future discrimination claims</li> <li>The new model to comply with equality legislation will integrate the Scottish Local Government Living Wage, remove overlaps in the pay grades, reduce the number of increments within each pay grade and re-establish differentials between grades</li> <li>The model will assist the Council to attract/retain the best workforce talent</li> </ul>	December 2018/ quarterly	All Directors/ Head of HR & OD
Review and implement a revised Terms and Conditions package for Local Government Employees	<ul style="list-style-type: none"> <li>New terms and conditions package will help to maximise flexibility, further modernise services and contribute to the Council's sustained budget savings over the medium to long term</li> <li>The model will assist the Council to attract/retain the best workforce talent</li> </ul>	December 2018/ quarterly	All Directors/ Head of HR & OD

Workforce Planning Theme 2 – A Developing Workforce			
Key Actions	Outcome	Timescale	Responsibility
Deliver Leaders of the Future and ASPIRE development programme	<ul style="list-style-type: none"> <li>Leaders and Managers will have their skills developed in the context of leadership, cultural change, workforce planning, commercial acumen</li> <li>The Council succession plans and develops its next generation of managers</li> </ul>	June 2017/ quarterly	All Directors/ Head of HR & OD
Review the current Learning and Development Strategy	<ul style="list-style-type: none"> <li>A new People Development Strategy which supports all levels of the Council is implemented, incorporating a review of ilearn to ensure all learning and development interventions provide a return on investment</li> </ul>	March 2018/ quarterly	Head of HR & OD
Implement new Performance, Development and Review Policy	<ul style="list-style-type: none"> <li>The new PDR Policy replaces MTIP/MDP. The policy supports performance and continuous improvement across all levels of the Council</li> <li>Managers and employees are developed on the new PDR Policy</li> <li>Business World is developed to support and collate data relevant to the PDR process</li> </ul>	October 2017/ quarterly	All Directors/ Head of HR & OD
Implement a Talent Planning approach across the Council	<ul style="list-style-type: none"> <li>A Talent Planning Approach will support the management, maximisation and utilisation of the core skills and key strengths of our high performers</li> <li>A talent planning approach will establish effective succession planning and career pathways within services</li> </ul>	January 2018/ quarterly	Head of HR & OD/ ERP Team
Develop a coaching programme	<ul style="list-style-type: none"> <li>A coaching approach will improve managers skills in leading their teams through change and support the creation of a high performance culture</li> </ul>	January 2018/ quarterly	All Directors/ HR & OD
		August 2017/ quarterly	Head of HR & OD

Workforce Planning Theme 3 – A Resilient Workforce			
Key Actions	Outcome	Timescale	Responsibility
Develop and implement an employee engagement and communication strategy	<ul style="list-style-type: none"> <li>The Council communicates its vision and values to the workforce and engages regularly on employment matters</li> </ul>	April 2019/ quarterly	All Directors/ Head HR & OD/ Chief Executive
Develop and implement a succession planning approach	<ul style="list-style-type: none"> <li>Managers are developed in the concept of succession planning ensuring resources are deployed effectively responding to the Councils change agenda</li> </ul>	September 2018/ quarterly	All Directors/ Head HR & OD
Develop an approach to career pathways	<ul style="list-style-type: none"> <li>Employees see opportunities for career progression and understand the path to take and the support that is available</li> </ul>	January 2019/ quarterly	All Directors/ Head of HR & OD
Review and implement a revised Supporting Attendance policy	<ul style="list-style-type: none"> <li>A renewed and proactive approach to supporting attendance will improve attendance levels across the Council and support a reduction in absence costs</li> </ul>	December 2018/ quarterly	All Directors/ Head of HR & OD
Implement positive health, safety and wellbeing initiatives across the Council	<ul style="list-style-type: none"> <li>The approach will include preventive measures and employee support</li> <li>Employee health and well being is improved through education, new initiatives and revised policies.</li> <li>Accidents, incidents and corresponding absence will be reduced.</li> </ul>	September 2018/ quarterly	All Directors/ Head of HR & OD

## Workforce Planning Theme 4 – A Skilled Workforce

Key Actions	Outcome	Timescale	Responsibility
Identify a Council-wide skills gap analysis skills	<ul style="list-style-type: none"> <li>A skills audit toolkit is developed and utilised by services to identify service wide skills gaps. A range of people development solutions and interventions are used to address identified gaps</li> </ul>	January 2018/ quarterly	All Directors/ Head of HR & OD
Review all people development solutions currently on offer across services	<ul style="list-style-type: none"> <li>People development solutions offered by the Council will be targeted to priority areas in services</li> <li>A Union Learning Agreement will be implemented by the Council and the Trade Unions to promote and support the benefits of lifelong learning and development for employees. The agreement will provide a commitment and accessibility to learning and development opportunities for all employees regardless of their role, including life skills</li> <li>An evaluation strategy will be developed and implemented to demonstrate a return on investment for all people development</li> </ul>	December 2018/ quarterly	All Directors/ Head HR & OD
Comply with the Public Sector Equality Duty	<ul style="list-style-type: none"> <li>Mainstreaming equality reports demonstrating compliance with the legislation will be submitted to the Council Board annually. As part of the report, statistical analysis is provided by protected characteristic for all employees participating in people development. This allows the Council to identify any underrepresented groups of employees who appear not to have the same accessibility to people development and put redress in place</li> </ul>	April 2018	Chief Executive/ All Directors/ Head of HR & OD



Workforce Planning Theme 5 – A Partnering Workforce			
Key Actions	Outcome	Timescale	Responsibility
Continue to foster and develop working relationships with strategic national partners and our community planning partners	<ul style="list-style-type: none"> <li>• Closer joint working across the Council, its joint bodies and external partners will achieve improved outcomes for Renfrewshire</li> </ul>	September 2017/ quarterly	All Directors/ Head of HR & OD
Continue to build on and enhance our strong working relationships with our Health partners	<ul style="list-style-type: none"> <li>• The path to integration of services supports the HSCP strategic objectives and closer working between both sets of workforces and trade unions</li> </ul>	September 2017/ quarterly	All Directors/ Head of HR & OD
Identify opportunities to work in partnership with neighbouring authorities and third sector employers	<ul style="list-style-type: none"> <li>• Existing networks are further developed and new networks explored with a view to sharing knowledge, skills, experience and resource to achieve common goals</li> </ul>	September 2017/ quarterly	All Directors/ Head of HR & OD
Continue to engage and consult trade unions on all employment related matters	<ul style="list-style-type: none"> <li>• Strong working relationships between the Council and trade unions continues with the aim of promoting a healthy working environment for employees. A collaborative approach to addressing future workforce challenges whilst meeting the Council's strategic objectives will result in positive outcomes being achieved for the workforce and the Council's service users</li> </ul>	September 2017/ quarterly	All Directors/ Head of HR & OD