Agenda Item 7

Workforce Plan 2018-22

Falkirk Council

Title:	**Workforce Plan 2018-22**
Meeting:	**Executive**
Date:	**25th September 2018**
Submitted By:	**Director of Corporate & Housing Services**

1. Purpose of Report

1.1 This report provides an update on the Council's revised Workforce Planning arrangements and seeks approval of the Council's Workforce Plan for 2018-2022.

2. Recommendation(s)

2.1 It is recommended that the Executive:

- Note the revised arrangements for workforce planning
- Approve the Council's Workforce Plan for 2018-2022.

3. Background

3.1 The Council's Workforce Plan is a 'live' document and, in general terms, should be reviewed annually to ensure it still meets the objectives of having the right people, with the right skills, in the right place, at the right time.

3.2 In October 2017, Corporate Management Team agreed a revised framework for workforce planning across the Council. This involves the completion of questionnaires by Service Managers followed by facilitated workforce planning sessions within each Service. Using this and other relevant information, the HR team work with Services to develop their Service Workforce Plans. An overarching Council Workforce Plan, which incorporates these, is then prepared.

4. Considerations

4.1 A draft overarching workforce plan for the Council for the period 2018-2022 has been developed. This is based on feedback from the service workforce planning sessions, with service workforce plans attached as appendices.

4.2 This plan also includes design principles previously discussed and agreed with Directors and Trade Unions. These form the basis on which future workforce structure changes and design should be based.

4.3 The Council Workforce Plan will continue to be updated as and when matters affecting the Council's workforce arise. Plans will be reviewed annually to assess whether changes are required. The process for undertaking this work will also continue to be reviewed to ensure it is effective.

5. Consultation

5.1 The overarching draft workforce plan and individual service plans were issued to trade unions, as appropriate, for consultation purposes. No feedback has been received.

6. Implications

Financial

6.1 Workforce Plans have been reviewed to take account of Council's budget decisions and other relevant internal/external developments.

Resources

6.2 Effective workforce planning will help managers in planning their future workforce, in succession planning, and in developing their workforce appropriate to the needs of the Council.

Legal

6.3 There are no legal implications arising from this report.

Risk

6.4 Where a risk to service delivery is identified, Services have been encouraged to consider mitigating actions as part of the action planning process. Where these risks may impact on service delivery, the Workforce Planning framework encourages Services to consider referring these to the Corporate Risk Management Group to enable them to be recorded, if appropriate, in the Corporate Risk Register.

Equalities

6.5 No additional equality and poverty impact assessment is required.

Sustainability/Environmental Impact

6.6 This assessment is not applicable.

7.   Conclusions

7.1   A draft Council wide Workforce Plan has been developed using the revised workforce planning framework and is submitted for approval.

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Director of Corporate & Housing Services

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Date: 11 September 2018

APPENDICES
Appendix 1 Falkirk Council Workforce Plan 2018-2022

List of Background Papers:

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

None

FALKIRK COUNCIL WORKFORCE PLAN

2018-22

Date	Contact Officer	Version Number	Approved by
8/5/18	K Docherty	V2	
23/8/18	K Docherty	V3	

SECTION 1: WORKFORCE PLAN FOR FALKIRK COUNCIL

As a Council, we are ambitious for our area. As an employer, we are equally ambitious for our workforce. The Council will look, feel and be a different organisation over the next few years. This will be through the actions we take to respond to our corporate plan and medium term financial plan, as well as changes we make to deliver on our Council of the Future change programme. We have a wealth of experience and skills across our workforce to help deliver our vision for change. As an employer, we will be innovative, responsive and trusted. We will achieve this by engaging with our employees, listening to what they say, and acting on their feedback, using data to understand our customers and using digital technology to modernise our services. Our employees will be expected to focus on our commitments as a Council to:

• Be focused on our customers and communities;
• Work with partners to provide excellent services that first and foremost meet people's needs;
• Be ambitious for our area and in particular for the children of our area;
• Work together across services to deliver on our priorities and ambitions;
• Work with partners including the 3rd sector, private sector and other key stakeholders to focus on needs and expectations of our citizens.
• Encourage and deliver innovation;
• Seek to deliver on our priorities;
• Modernise and be flexible in the way they work and the way they deliver services, using the vast range of data we hold;
• Ensure resources are appropriately targeted and used to meet priorities.

As an employer we will:
• Pay the living wage, even when budgets are difficult;
• Have a modern and competitive range of terms and conditions;
• Ensure employees have access to good quality pension schemes;
• Put in place a number of flexible and voluntary benefits packages for employees to access;
• Have employment policies and procedures which are easy to understand and comply with legislation as a minimum;
• Enable access to good quality training and development for all of our employees;
• Take care of our employees through a range of health, safety and well-being support;
• Provide increased opportunities for employees to work mobile and flexibly.

All services have their own workforce plans (Appendices 4-7) and recognise the importance of a skilled, motivated and valued workforce.

The next five years will be challenging for our employees as they respond to significant change. We will have fewer employees providing different services in different ways. This change is being driven by reducing budgets, changes in technology and most importantly changing expectations of communities and customers.

We will support our workforce to lead, deliver and respond to the challenges the Council and our communities face over the next five years and beyond.

A structure chart for the Council is shown at Appendix 1.

In developing this Workforce Plan the following documents and data were considered:

- Corporate Plan 2017-22 – 'Our Area, Our Council, Our Services
- Service Plans 2017-22
- Strategic Outcomes and Local Delivery Plan (SOLD)
- workforce profiling information as provided by the Management Information Team
- budget information or proposed savings plans for all Council Services
- relevant population demographics/ trends
- employee survey results
- Council of the Future Governance Framework.

This Plan covers the period from April 2018 – March 2022 and will be reviewed as outlined in Section 6.

This plan has been approved by the Executive Committee on …………..

SECTION 2: ASSESSMENT OF CURRENT WORKFORCE

The following information provides a summary of the Council's current workforce*:

FTE:	5905.11	Headcount:	7002
Full-time FTE:	69.96%	Part-time FTE:	30.04%
Permanent:	86.7%	Temporary:	13.3%

*The figures shown above are as at 31st March 2018. The staffing figures shown throughout the rest of this this plan are as at October 2017 unless indicated but do not reflect any significant differences.

The headcount and the FTE of the workforce continues to reduce and has reduced by 7.15% (FTE) over the last 5 years. To achieve the continuing change required through the Council of the Future programme, the workforce will require to contract further.

There is a mix of full time and part time staff, with just more than 70% full time. This varies significantly in different services, for example, Property Services is almost exclusively full time whereas within Social Work Adult Services, part time working makes up a high percentage (c50%) of their workforce. This is reflective of the needs of the particular service area, it allows the service to have more staff at work at peak times and offers flexibility to those employees who, due to caring responsibilities, have chosen to work part-time. However, in other areas, high levels of part-time working can bring its own challenges in terms of continuity and staff management. For example, Children's Services have experienced a significant increase in requests for part time working which is becoming more difficult to manage within the school environment, given the national teacher shortage.

There has been a slight increase in the use of temporary contracts. Given the current budget position and longer term uncertainties, temporary appointments have offered a level of flexibility for restructuring options and where future budget reductions may be necessary. Concerns regarding the impact of temporary appointments on employee turnover and the Council's ability to recruit and retain suitably qualified employees, has resulted in a review of the Council's recruitment restrictions to offer greater flexibility to recruit permanent staff where this can be justified in the medium to long term. As such, it is anticipated that the use of temporary contracts will reduce across the Council. A review of existing temporary contracts is currently being undertaken to address concerns regarding employment security for our workforce and business continuity for the Council.

Workforce Age Profile:

Current Age Profile	No. of Employees	Age Profile in 3 Years	No. of Employees	Age Profile in 5 Years	No. of Employees
<16	0	<16	0	<16	0
16-20	68	16-20	5	16-20	0
21-25	397	21-25	163	21-25	68
26-30	662	26-30	548	26-30	397
31-35	639	31-35	648	31-35	662
36-40	715	36-40	726	36-40	639
41-45	829	41-45	685	41-45	715
46-50	1042	46-50	905	46-50	829
51-55	1154	51-55	1126	51-55	1042
56-60	967	56-60	1149	56-60	1154
61-65	396	61-65	735	61-65	967
66-70	78	66-70	218	66-70	396
>71	34	>71	73	>71	112

The age profile of our workforce creates a medium term challenge and risk. With c37% of the current workforce over 50 rising to c52% in 5 years, there is a need to consider measures to attract younger people into the Council while managing the risks associated with an aging workforce. The risk is greater in some service areas e,g, Social Work Adult Services and Development Services where c50% of the workforce are over 50, including at senior management level.

In recent years, given the removal of the statutory retirement age, the Council has also seen an increase in the number of employees continuing to work beyond age 70. Whilst this is positive from an equality perspective, it must also be balanced with increases in the younger age brackets as mentioned above.

Workforce Turnover:

Turnover has been higher over the past 2 years due to voluntary severance and the increased use of temporary contracts.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Average Headcount	7610	7687	7730	7218	7053	6983
Nos of Leavers	559	583	631	844	753	580
Turnover %	7.4%	7.6%	8.2%	11.69%	10.68%	8.3%

Some areas have experienced higher turnover than others. For example, Primary Headteachers have seen a significant level of turnover over the last 4 years, resulting in a 50% change in the Headteachers. This has the potential to cause issues given the existing national shortage of headteachers and the potential introduction of a Headteachers' Charter.

Absence Patterns:

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Absence %	4.80%	4.20%	4.70%	4.80%	4.65%	4.50%

There are a number of areas above the Council's absence target of 4%, although it must be recognised that some areas of the Council have a high proportion of manual workers e.g. Environmental Services, Roads and Property and Social Work Adult Services and so would anticipate a higher level of absence. Social Work Adult Services remains significantly higher than other Council areas at 8.41% (2017/18). The Service has introduced additional support to managers around absence management via an HR Officer post with earlier referrals to Occupational Health for musculo-skeletal problems and stress related conditions. There has also been proactive use of return to work interviews and absence management monitoring. This pilot model has been rolled out to Childrens Services to allow further assessment to be made.

Grade/Allowance Profile:

The majority of employees are paid at the lower end of the grading structure which is reflective of the nature of the services being delivered. The Council pays the Scottish National Living wage, currently to those on SCP 18 or below (part way through grade C).A review of gradings to ensure robust and accurate evaluations are in place is underway as part of the implementation of the 3rd Edition of the SJC Job Evaluation Scheme.

A review of the Council's pay structure will also be undertaken. Many divisions across the Council reference a flat structure which allows clear reporting but does not support career progression.

Reductions in management posts as a consequence of previous restructures are challenging in terms of management support and supervision. A corporate KLMN review is ongoing which is likely to impact on the grading profile going forward and will ensure grades and post remits are more closely aligned to new and improved ways of working.

A summary of allowances payable across the Council is attached as Appendix 2. There has been a reduction in the total allowances paid over the past few years. The majority of costs relate to mileage which reflects the mobile nature of roles across the Council. Such costs are likely to reduce through the Council's Smart Working, Smart Travel agenda.

Summary of the overtime worked:

A summary of overtime costs is attached as Appendix 3. There has been a reduction in overtime and additional hours across the Council over the past 3/4 years. Overtime remains higher in areas such as Environmental Services and Roads. Across the Council, as part of the Council of the Future programme, Services are reviewing models of service delivery which is likely to impact on overtime working.

Patterns of use of Casual and/or Agency workers:

The cost of casual employment to the Council in 2016/17 was approx. £4.5m (including short –term/ supply teachers). There has been an overall reduction in the cost of casual employment in 2017/18. The 3 main areas of service delivery using Casual workers are Schools, Adult Care homes and Care and Support at Home. The use of casual staff is necessary to maintain service delivery to cover unplanned absence or assist with peaks in service delivery requirements. There are difficulties securing supply cover for teachers although it is hoped that the recent change to pay arrangements for supply teachers nationally may improve this situation.   This change is likely to lead to an increase in costs but is not anticipated to be significant.

2014/15 Cost	2015/16 Cost	2016/17 Cost	2017/18 Cost
£5,315,925.06	£5,262,216.86	£4,471,983.81	£3,750,213

The cost of agency workers to the Council from April 2017– March 2018 was c.£914k compared with c.£420k for the same period last year. This is largely attributable to senior management posts within Social Work Services due to absence and subsequent retirements being covered by agency workers and an increased use of agency workers within Waste Services. At the time of writing this report, the social work arrangements have been reviewed and therefore this will not be an ongoing cost. All Services have been asked to review and minimise the use of agency workers as far as possible, with the Council directly employing its own workforce unless under exceptional circumstances.

Skill Profile:

Given the wide and varied jobs and remits across the Council, the skills profile of the Council is equally varied. A number of posts require to have specific qualifications, eg Teachers, Social Workers, Accountants. Others require to be registered with professional bodies, such as SSSC. Social Work Adult Services has a SVQ Assessment centre that provides the full range of Social Services and Heath Care awards in-house - from SVQ2 for support worker/home care staff to the Leadership and Management in Care PDA award (SCQF level 10). The changing nature of the SSSC means that a wider group of employees over the next 12/24 months will require to achieve qualifications appropriate to their post, eg Home Care. This will provide for a more skilled workforce.

Across the Council due to the diverse nature of the workforce, skills and knowledge are maintained and developed in a variety of ways including;

•   toolbox talks,

•   lunchtime CPD seminars,

- half day and one day courses

- conferences,

- Institute of Leadership and Management (ILM) Management Training up to and including Diploma level

- Development of people for future roles including "Aspiring to be a Head of Service".

- Bespoke training is also arranged as appropriate and we also host training with other partners to minimise costs.

- The Council's online learning, OLLE, is promoted

Training and succession planning is also managed via a successful apprenticeship programme. As previously, indicated, some areas such as Corporate & Housing Property Services (9% of workforce) and Social Work Adult Services have well established apprenticeship programmes in place supported by the Employment Training Unit.

Equality Profile:

Gender	Emp Count	%	Ethnicity	Emp Count	%	Disability	Emp Count	%
Male	1872	26.8%	Asian Chinese	3	0.0%	No	3912	56%
						Yes	95	1.4%
Female	5109	73.2%	Asian Indian	3	0.0%			
			Asian Other	4	0.1%	Unknown	2973	42.6%
			Any Other	2	0.0%	Refused to Say	1	0.0%
			Asian Pakistani	15	0.2%			
			Black African	7	0.1%			
			Black Caribbean	1	0.0%			
			Black Other	1	0.0%			
			Mixed	8	0.1%			
			White	1	0.0%			
			White English	145	2.1%			
			White Irish	29	0.4%			
			White Northern Irish	22	0.3%			
			White Other	86	1.2%			
			White Other British	18	0.3%			
			White Polish	3	0.1%			
			White Scottish	4375	62.7%			
			White Welsh	6	0.1%			
			Unknown	2250	32.2%			
Grand Total	**6981**	**100%**		**6981**	**100%**		**6981**	**100%**

It is clear that the workforce is female dominated, this is in the main due to the nature of the jobs and organisation and is reflective of local government in general. The 2011 census shows that the local population has 52% female and 48% male residents (overall and working age). The employee gender profile is therefore not reflective of the local population.

Further there are elements of job segregation in certain service areas (eg refuse collection, cleaning, home care, craft) and work is progressing to try and consider these issues as part of the Council's Equality Outcomes and gender pay actions.

The 2011 Census shows that 30% of the local population in the area have a long term health condition (physical disability or mental illness). It is unknown what percentage is able to work. Within Falkirk Council 1.4% of the workforce is recorded as disabled. A large proportion of the workforce have not provided this information for analysis. The census also indicates that BME groups make up 1.9% of the local population. The statistics of employees do not reflect the same percentage.

Work requires to be done to better improve statistics for ethnicity and disability. Whilst employees are regularly reminded and targeted campaigns have been progressed, a large proportion of the workforce is showing as unknown. Given that the UK Government has started the process of leaving the European union, the Council are currently undertaking an exercise to review the nationality of employees to ensure that the appropriate information and support is provided to those who are EU or EEA citizens. As part of this exercise, employees will also be encouraged to update their equality information.

SECTION 3: CHALLENGES, CHANGES AND OPPORTUNITIES

Internal and external factors which may affect future service delivery, over the next three to five years, have been considered below under the priority areas outlined in the Council's Corporate Plan:

- **PEOPLE**

Reducing the impact of poverty - Falkirk Council is committed to tackling poverty and the stigma of poverty. There is a commitment to increasing household income by assisting citizens to maximise benefits and to have access to affordable credit. The provision of outreach services within communities together with the ability to access multiple services and support from a single contact which meets citizens' needs and abilities are also key.

The roll of advice hubs across the Council area will help to meet the Council's objectives in this regard but will also create opportunities for development/ progression of employees. There will also, however, be a reduction in need for some types of posts (such as cashiers). Once the Hub model is fully implemented, this will allow for a review of the structure of remaining service areas, to design a service which is fit for the future and represents the best use of resources. It is a challenge for us to ensure that there is a balance of skills between Hub posts and the services where Hub posts are appointed from so that all services can continue to be delivered to a high standard. The Hubs also require employees to be supported in developing skills relevant to the new flexible ways of working which this model requires.

Growing and Ageing Population in Falkirk – The growing and ageing population continues to create pressures that impact on a wide range of services. For example, within Social Work Adult Services, the ageing population has a significant impact on service delivery. With an ageing, increasingly dependent service user base, the workforce will have

to develop their skill levels in a range of areas, for example: medication management; applying treatments; assessment of service user changes etc.   Whilst the concept and application of reablement is familiar in some parts of the service it is less so in others. Thus there is a significant staff development and skills upgrade required to meet future needs.

Early Years Expansion – Childrens Services are working towards the expansion of universal early years provision to 1140 hours, taking account of school estate capacity and the quality of education and care. This will require significant additional resource. It is recognised that demand exceeds the supply of qualified staff within this field and consideration needs to be given to recruitment options. The Service is currently working with the Employment Training Unit in the design of programmes to attract additional early years workers and with the local college. Alternative options need to be considered along with the impact on the private sector.

This Early Years Expansion Programme will also impact on the design team within Development Services to support increased accommodation requirements and additional resource may be required to support this programme.

Raising aspiration and ambition & reducing the impact of poverty on children and young people - In line with the Council's corporate objectives, Children's Services are committed to building capacity by engaging staff to develop practice to raise aspiration and ambition of children & young people. In addition, through the use of Pupil Equity Funding (PEF), the Service will ensure that there are sufficient resources in place to support a range of interventions that promote resilience and readiness to learn in children and young people.Processes will be put in place to ensure that the use of PEF is monitored to ensure that it is being used to effectively mitigate the effects of deprivation on the attainment and achievement of children and young people in Falkirk schools.

Development Services will also have a role in delivering employment and training programmes to enable access to the workplace and will require to ensure that there are sufficient resources in place to support this.

The Council We Need to Be -

Council of the Future - The next five years will be challenging for our employees as they respond to significant change. We will have fewer employees providing different services in different ways. This change is being driven by reducing budgets, changes in technology and most importantly changing expectations of communities and customers. Services are putting in place a challenging programme of review and reform that covers all our functions over the next five years and prioritises disadvantaged communities in the re-design of services. This programme to deliver the 'Services We Need to Be' will seek to radically change what we do so we can achieve our priorities. At the same time we must ensure we are delivering effective and efficient services that our citizens and customers value and importantly at a cost the Council can afford.

There is a recognition that workforce change is essential to meet the changing demands of service users. In delivering our priorities, within the current budget situation, as one Council, the Council has already commenced a programme of change with significant progress to develop our vision for a 'Council of the Future' and deploy a delivery plan in line with the development of the Corporate Plan. This is linked to the Strategic Outcome and Local

Delivery Plan (SOLD) and the medium term financial plan. The Council of the Future programme of change has been developed in conjunction with Elected Members and a wide range of employees and stakeholders across the Council.

To continue to progress identified priorities, Services are supported by the Programme Management Office (PMO). This team provide support to develop and deliver Service level projects, including building internal capacity to deliver ongoing sustainable change delivered at an increased pace, advising on 'art of the possible' for service redesign options and ensuring benefits are identified to provide increased capacity to facilitate the change needed. Additional resource has been identified as being required within this team to maintain the pace of change across the Council. A Change Fund has also been created to support the delivery of change on a spend to save/ improve basis.

Outwith this, the change projects have implications for other areas of the workforce, for example, other support services such as Policy, Technology and Improvement and HR will require to assist with strategic reviews, service reviews and improvement groups. Appropriate levels of resources, skills and experience must also be in place in these teams to support such change programmes and this should be taken into account in any Change Fund bids submitted to facilitate change projects.

Digital by Design - The vision for Falkirk is that all services are focused on how they can use technology to improve access to services, communicate and engage with citizens more effectively, whilst reducing costs. The Council's core purpose is to deliver public services that meet the needs of our communities so essentially this is a customer strategy, enabled by technology and supported by a range of complementary skills, including IT, business analysis, data analytics, marketing and digital communications.

The developing and increasing use of technology to deliver Council services in a more efficient and streamlined manner which meets customer demands will alter staffing requirements, staff skills and ways of working. Opportunities will be provided by the digital and business transformation agendas to review and streamline processes. Moving external and internal customers increasingly to self-serve using web based processes will drive changes in the way in which we interact with the public and impact on the workforce. It will also provide an opportunity to the Council to have a holistic view of each of our customers and their interaction with the Council.

As the dependence on technology increases both by our customers and the organisation, we need to ensure that we have the right people in the right place doing the right things. Technology is not only a solution in terms of better customer service but can also deliver a platform for savings and efficiencies. However this requires investment in technological support to facilitate change and employee skills to make best use of technology..

In terms of digital leadership, we need our leaders to be clear about how services will be delivered in the future and make sure they are putting in place the transformational projects that will deliver that change. A Digital Maturity Project is ongoing which has highlighted that not all management fully recognise the opportunities presented by IT and that there is some concern regarding available change management resources. This is a clear area for action. In addition we need to ensure employees are digitally skilled to understand and use technology to deliver the best services we can in response to customer needs and also to

take advantage of opportunities that technology gives us to understand what those needs are.

It is also recognised that there are digitally excluded people in our communities and indeed our own workforce. Work is ongoing, together with CLD, to look at what is relevant and useful to individuals e.g. access to price comparison sites to help tackle poverty and to identify a digital 'hook' to get people interested in using new technology. As part of this, sessions have been organised on a pilot basis for lower paid employees to increase their digital awareness.

Sustainable Workforce – Our aging workforce presents a risk of staff leaving the Council with consequent loss of knowledge and experience. Ongoing budget cuts and threats to service provision (particularly in discretionary service areas) further add to this risk. To address this, there is a need to continue to consider succession planning including growing our own workforce through promotion of current trainee / apprenticeship programmes, service/ job redesign and consistent use of the APDS scheme to identify and address individual development needs.

Culture Change – A cultural change project titled "Organisational Development" is currently underway to support the Council of the Future programme. A significant part of the feedback from the employee listening events was employees describing how they feel about the way they are currently led and managed. Our employees want to see improvements in the following areas:

- Leadership & Vision – employees want to have leaders who are able to articulate what their service / team would look like in the future
- Change – employees want to know more about change and have more involvement in any changes
- Recognition – employees are looking for leaders to be more visible in their praise and to recognise good work more regularly
- Communication – as with most organisations, employees want more communication and communication that they can trust

Future cultural change work being implemented for some specific teams that traditionally are harder to communicate with using conventional methods. The Organisational Development Team are working with MECS, Catering & Cleaning, Roads & Ground Maintenance and Building Maintenance in the first instance, to support their line managers in dealing with change and supporting the Council of the Future programme including the introduction of new values. The role modelling of the new values are instrumental in changing the culture.

- **PLACE**

Growing our economy - The growing and aging population impacts on Services, for example, changes such as the attraction of new migrant households, phasing in of the higher retirement age and welfare reform are resulting in additional work demands and pressures for working age residents seeking employment. This adds to service pressures and makes it more difficult for school leavers, young people and those who are longer term unemployed to access work. This presents challenges for Development Services in meeting these added demands e.g. in our employment and training programmes to enable access to the workplace.

Development Services work with local small to medium enterprises (SMEs) to maximise public sector procurement business opportunities with a view to increasing local SME employment and turnover.

Improve the Neighbourhoods We Live In – The demand for affordable housing continues to significantly outstrip supply. We aim to increase housing supply by providing new and additional affordable housing. We will also invest in, and improve our housing and estates in order to improve housing and energy efficiency standards. There is a need to ensure that suitable employee resources are available to meet the Council's commitments to manage the implementation of these projects. The Council will receive £50 million capital investment annually over the next 3 years with no additional staffing resource identified. The Housing structure has been reviewed with a view to having more front line employees delivering a service to our citizens.

The recruitment of appropriately qualified technical and craft employees to manage the delivery of our various housing improvement programmes continues to prove difficult, particularly as the wider construction market picks-up and alternative employment opportunities are available. We need to ensure that appropriate succession planning is in place, including making use of flexible retirement to retain skills and knowledge and that terms and conditions of employment remain competitive. We need to 'grow our own' through our apprenticeship programmes.

Mobile Flexible Working – In line with the Council of the Future 'Anytime, Anywhere' project, mobile and flexible working will be encouraged where possible. Flexible working offers improved flexibility in working arrangements for employees and can improve morale/motivation and ultimately improve the experience for the customer. Flexible working brings with it a range of technological issues. Employees need to have the necessary resources and support available to work in different environments and offices 24/7.   This is proving difficult in some areas due to issues regarding systems compatibility or limited wifi capacity. Alongside this, there is a continuing need for training on new technological solutions for employees at all levels.

A further challenge surrounds asset management and the need to review office buildings and office space to ensure efficient use. Many of these locations ensure local services are delivered and are available to our communities. A review of assets is however underway to reduce costs where possible. The move towards modern ways of working in the use of office accommodation etc. including desk-sharing, needs to be managed to maintain a healthy productive working environment.   This requires a change in approach and may not be received well by all employee groups and therefore needs engagement with employees undergoing this change.

Linked to this is the Council's Smart Working, Smart Travel agenda to identify annual savings via employee mileage, highlighting existing transport options, providing guidance for staff and using technology as an alternative to travelling to meetings. As part of this, the Council will introduce energy efficient, pool cars to enable staff travel, reduce the cost of grey fleet and the impact on the environment.

- **PARTNERSHIP**

Community Empowerment - Our obligations under the Community Empowerment (Scotland) Act 2015 will mean that, over the next five years, the Council will require to support community planning, locality planning, community action plans and participatory budgeting. The work with communities to meet their needs will be fundamentally different with a focus on co-production and empowerment. This needs to be underpinned by a sound understanding of place, drawing on wide ranging evidence and professional analysis. This will require the development of a different skillset for staff.

Health & Social Care Integration - The integration of health and social care has seen the establishment of the Falkirk Health and Social Care Partnership. The main purpose of the Partnership is to ensure that we provide joined up and seamless support and care to people in our communities who need services.

This also allows a unique opportunity to work in a truly integrated way and will ensure our partnership meets our strategic vision to "enable people to live full, independent and positive lives within supportive communities". The social care workforce has many different employers in local government and in the third and independent sectors. Volunteers and unpaid carers also play an important role in ensuring success within this area and in support to the employed workforce.

At a local level Falkirk Council and NHS Forth Valley will continue to build on common practices to provide better more integrated adult health and social care services. The Integrated Workforce Plan provides a strategic approach to engaging with and developing our workforce and our partnership.

Integration brings a requirement under legislation to establish a locality model. This is a time of significant service challenge and change. Working in true partnership with our NHS colleagues to deliver integrated care on a locality basis continues to progress. Locality development workshops in the 3 localities with colleagues across NHS, homecare, social work, independent, third and carer centres coming together, has facilitated knowledge sharing and increased awareness of the varied services amongst the audiences present. All found the sessions to be beneficial and they have provided more efficient outcomes for our service users through the trial of single shared assessment.

As with any new partnership, there is a need to further develop relationships and trust to strengthen the willingness to work together to achieve a better experience for our communities rather than legislation forcing the change. A perceived lack of communication of the vision across partners for the integration of Health and Social Care structure has resulted in uncertainty for staff in terms of how they fit into the new localities. Work needs to continue to develop trust and a willingness to work in true partnership.

As integration progresses teams and services move to an integrated model of working this will require OD support to ensure success. To support an integrated way of working, co-location for teams wherever possible is to be considered and this will need to be planned and require relevant staff and representative consultation throughout the change process.

Regional Collaboration – The Scottish Government's proposals for an empowered school led system is outlined in their Education Governance: Next Steps document. As part of this, regional collaboratives were established with the clear purpose of bringing together a range of professionals with a focus on supporting teachers, and a range of other staff who provide

support to improve children and young people's attainment. A new Regional Improvement Collaborative has been established which covers Clackmannanshire, Falkirk, Stirling and West Lothian Councils. The Collaborative brings together extensive knowledge, skills and expertise from across the partners, for all to learn from. The aim is to bring improvements to our respective education services and in particular, supporting schools in improving attainment. A Lead Officer is in place to support the development of the Improvement Plan and Workforce Plan for the Collaborative as well as ongoing implementation of key initiatives.

Service Level Agreements (SLA) - Some Services of the Council provide support to other organisations for example Falkirk Community Trust via a SLA.   In the current budget climate, this needs to be assessed to ensure value for money with the resources available.

The Council has decided to undertake a review of the Trust to be completed by September 2018. This will involve an options appraisal of the advantages and disadvantages of:

a) The current arrangements for the Trust
b) An arrangement allowing greater autonomy;
c) Bringing the services provided back in house.

This appraisal will cover, amongst other areas, the workforce implications of these options.

Third Sector - There are currently over 15,000 people providing unpaid care in Falkirk, 9.7% of the local population. The Falkirk Health and Social Care Partnership provide funding for a number of projects to this sector, including carer staffing. In the event of a change in funding availability this would have a knock on effect to staffing and potential service delivery for this sector.

Partnership Working with Trade Unions - To support the ongoing review of working arrangements across the Council and to ensure appropriate employee engagement, the Council will introduce a revised approach to industrial relations, through a partnership agreement with relevant trade unions. This will be part of an overall employee relations framework that recognises that partnership and collaboration are the best means by which sustainable change and improvement can be delivered.

SECTION 4: DEFINING FUTURE WORKFORCE REQUIREMENTS AND GAP ANALYSIS

Each Service area has identified their future workforce requirements, including projected headcount increases and reductions over the next 5 years. These are outlined within the Service Workforce Plans attached as appendices 4-7.

The Council is committed to reviewing it's structure to ensure that it is fit for purpose in a modern and responsive Council of the Future. The design principles attached as Appendix 8 will be used for this review. A review of KLMN roles is ongoing.

Workforce Development Requirements:

There are several areas of workforce development that are common across the Council which are considered below:

- **Leadership / Management Development**

The Council's 'Council of the Future' change programme is to enable the delivery of the Council's ambitious programme of organisational, service and cultural change linked to the Council's priorities and budget strategy. To make this happen, it was recognised that fundamental changes are required in the way the Council works at a strategic and operational level and that there will need to be a clear cultural change in the way we lead and manage this bold change programme.

The Service workforce plans attached identify leadership development areas for each Service. Outwith job specific development areas, these leadership development needs are being met via the Council's 'Council of the Future' programme.

All Chief Officers and Service Unit Managers will attend quarterly Leadership Forums and provide and receive 360 degree feedback based on the values of the organisation. The 360 feedback will be carried out bi-annually. They will also attend OD workshops and develop their own Gold Standard action plan. This is a tailored personal action plan which will include feedback from the 360 and actions following the workshops. It is not presumed that each person would have the same development needs although there will be some common areas. Each person has to follow through with their plan in consultation with their line manager.

The workshops will be on the subjects of Change, Leadership & Vision, Recognition, Communication, Skills Development and Coaching. The workshops content have been determined following feedback from the employee engagement and listening events carried out throughout the organisation.

The Senior Management Team will also undertake a minimum of 1 'back to the floor' day every twelve months. To support this, a second phase of development will also be considered.

General Development Areas

Each Service was also asked to identify priority development areas for their wider workforce and specific professional and technical skills requirements are outlined within individual Service Plans.

The following priority areas were also identified by the results of the recent Council-wide Employee Engagement Survey:

1. Dealing with Change – Knowledge of the 'Council of the Future' programme and what needs to change is key to the success of the programme. From the recent Employee Engagement survey, 50% of respondents were aware of the Council of the Future programme but 58% felt unsure of what change means for Falkirk Council and wanted to know more. In response to this, as part of the Staff Engagement Action Plan, Service Directors will host one service based listening event before June 2018 and then on an annual basis involving a cross section of employees to listen, be visible and lead on Council of the Future.

2. Team Building – From the same survey, 33% indicated that they do not have regular team meetings, debriefs or briefings (this is significantly higher in some Services eg. 47.5% within Development Services). To address this, we will ensure that all teams hold a minimum of one team meeting every two months with Council of the Future a standing item on all team meeting agendas.   Directors will attend a minimum of one team meeting in each Divisional area every six months, leading on the Council of the Future agenda item.

3. Communication – Only 32% of respondents in the survey felt well informed about matters affecting their work. To respond to this, the Council's Communications Strategy will be 'brought to life' for all employees which will include a mapping of current communication channels and the introduction of more relevant methods e.g. social media, Council of the Future webinars, VLOGs. A Communications Employee Group has also been set up.

4. Technology/ Digital –in order to continue to progress and develop new technical solutions, an element of skills transference and upskilling is required. Issues such as digital filing, teleconferencing, use of mobile devices and the implementation of new external and internal systems will need to be addressed within 1-3 years.

Outwith this, issues of specific skill demands, balancing workforce pressures and maintaining staff morale through period of major change will also have to be addressed. As a result we must aim to:

•   ensure that there are sufficient skills available within the workforce, particularly in the below 45 age bracket range to ensure succession planning. This includes reviewing measures to encourage access for younger people continuing to "grow our own" and using internal coaching and mentoring and leadership development in order to increase the skills of our current workforce.

•   ensure the identification of appropriate skills development through the consistent use of APDS. An important aspect of Council of the Future is to ensure that our workforce is skilled. When asked if they have had an annual performance meeting to discuss their performance and development, only 67% of respondents agreed. Going forward, the Council is committed to ensuring that each member of staff will have a meeting with their manager about performance and development at least annually.

•   Empowering and recognising employees is a key element of the Council of the Future project. The results of the engagement survey and Council of the Future staff engagement events highlight this as an area for improvement. Only 51% of respondents felt valued for the work they do and only 41% felt involved in reviewing and identifying service priorities/ service planning. Consideration requires to be given to how we involve our employees in reviewing and identifying service priorities and service planning. To support this, Heads of Service/ Chief Officers are expected to attend a minimum of 3 team meetings every six months and to encourage more staff involvement in shaping and delivering on priorities.

WORKING ARRANGEMENTS

Mobile/ Flexible Arrangements

Given the strategic property review and the Council of the Future 'Anytime, Anywhere' project, mobile and flexible working will be encouraged where possible. Many employees are frontline and are therefore limited in terms of their ability to work flexibly. However in other areas, the roll out of Citrix has encouraged greater flexibility. ICT needs to be able to support service needs and provide the infrastructure moving forward to facilitate this as some Services report issues with compatibility with some bespoke technical software/ systems e.g. Autocad or with wifi capacity/ access.   Concerns have been expressed regarding increased mobile and flexible working having a negative impact on communication and supervision. In line with the empowerment theme above, training for managers to enable their teams to manage and monitor their own working time is needed and will engender cultural shift across the Council.

Smart Working/ Smart Travel

The Council of the Future programme ' Smart Working/ Smart Travel' looks to reduce car mileage by introducing new ways of working through shared transport and technology solutions. The use of pool cars will be expanded across Services. The increased use of pool cars and the introduction of a travel hierarchy to encourage employees to consider alterative options to travel e.g. virtual meetings will require behavioural change and therefore further engagement with employees.

Review of Working Arrangements

We continue to review our models of service delivery/ ways of working to ensure that we are delivering effective and efficient services. A number of reviews are ongoing as part of the Council of the Future agenda e.g. within Building Maintenance, Care at Home and Day Services. In addition, Services are putting in place a challenging programme of review and reform that covers all of our other functions over the next five years. The principles we will apply to such reviews include:

- what services are we delivering and why?
- what are our customer needs and expectations?
- why do we deliver these in the way we do?
- what is the cost of delivery, i.e. £, assets, people?
- how can these be delivered with significantly less resources?
- how do those costs compare with other providers?
- who are we delivering those services to and do they value them?
- what outcomes are those services achieving and are they good enough?
- what is our plan for improving these?

This will therefore include consideration of working arrangements to ensure that they are fit for the future.

Staff Engagement - Modernising Industrial Relations

To support the ongoing review of working arrangements across the Council and to ensure appropriate employee engagement, the Council will introduce a revised approach to industrial relations, through a partnership agreement with relevant trade unions. This will be part of an overall employee relations framework that recognises that partnership and

collaboration are the best means by which sustainable change and improvement can be delivered. This framework will:

- provide a method for consultation to take place between the Council and its employees.
- allow staffing issues and concerns to be raised and discussed at the right level; difficulties explored and resolved and for shared routes forward to be agreed.
- ensure a joint focus on the Council's vision of being an innovative, responsive, trusted and ambitious organisation.

SECTION 5: REALIGNMENT OF WORKFORCE AND TRAINING

	Action	Description	Planned Outcome	Action Owner	Start Date	End Date
1	To review current equality statistical information held on Council workforce via resourcelink	Encourage employees to provide equality information within Myview	Improve the information held and provide clearer management information to help improve managing information available	HR	Feb 2018	Oct 2018
2	Develop succession planning across the Council	Identify areas of future skills shortage as a result of an ageing workforce and develop succession strategies including reviewing trainee and apprenticeship programmes	Workforce which is fit for future.

Increase in number of young people in workforce | COs/ ETU/HR | April 2018 | March 2019/ Ongoing |
		Ensure consistent application of APDS scheme/ development plans to identify and develop leaders/ supervisors of the future	Leaders/ supervisors are ready / capable of demands of higher level posts as they become available	Service Managers	April 2018	March 2019/ Ongoing
		Promote the use of flexible retirement, particularly in areas with trainee and apprenticeship schemes	Increase in the number of employees working flexible retirement across Council allowing for sharing of knowledge skills	Service Managers	April 2018	March 2019/ Ongoing
		Formalise coaching and mentoring opportunities to increase skill base and assist	Increased skill base and knowledge sharing	Service Managers	April 2018	March 2019/ Ongoing

		with succession planning				
3.	Improve recruitment and retention to difficult to full posts	Review pay and grading structure and benefits package, including flexible and voluntary benefits, to ensure it remains competitive and fit for purpose	Revised structure and pay structure which is fit for future	COs/ HR/ Trade Unions	April 2018	March 2020
		Develop smarter targeted recruitment and retention strategies for difficult to fill posts, including use of alternative advertising media e.g. social media	Ensures that the Council has a workforce which is fit for future	Service Managers/ HR	April 2018	Ongoing
		Review of temporary contracts, ensuring sufficient flexibility remains where necessary	Improve retention by improving employment stability for relevant employees	Service Managers/ HR	Started	March 2019/ Ongoing
4.	Improve attendance levels across the Council	Undertake quarterly reviews of absence	Sickness levels achieve Council target of max of 4% absence.	COs/ Service Managers	Started	Ongoing
		Promote work life Balance	Improved morale/ motivation of the workforce	Service Managers/ HR	Started	Ongoing
		Ensure all Managers have undertaken Absence Management training	Consistent application of the Council's Managing Sickness Absence Policy	COs/ Service Managers	April 2018	December 2018
		Monitor the effectiveness of current absence management pilot arrangement within Childrens Services	Reduction in timescales for long term absences cases progressing to capability / IHR Increase in number of short term absence cases progressed to capability monitoring	HR	Ongoing	Oct 2018 (Childrens)/

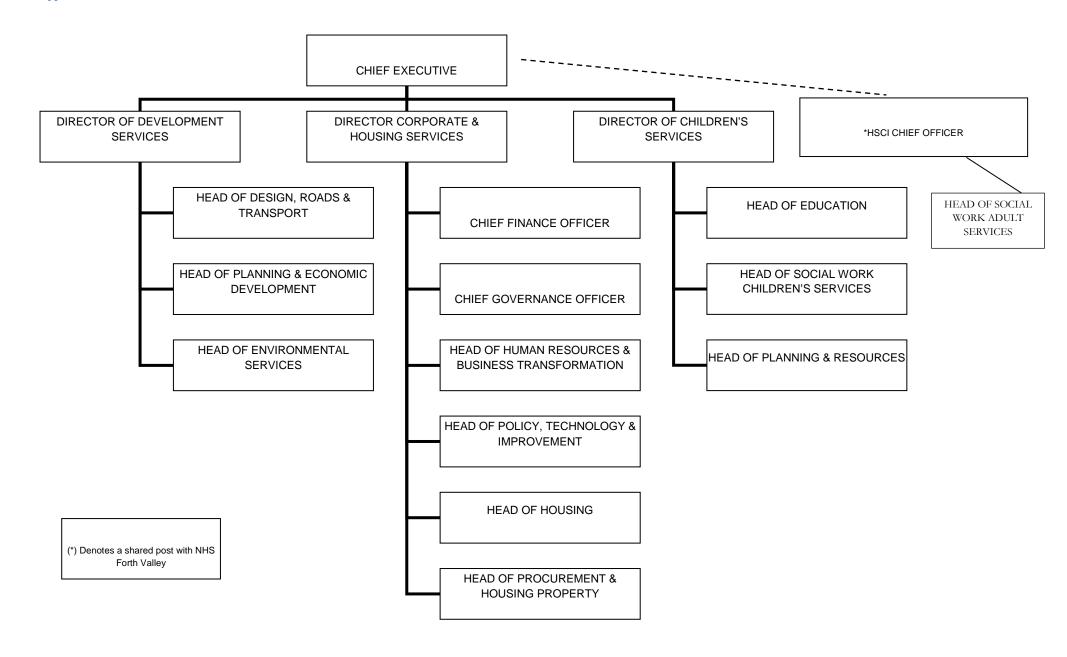|						
5.	Implement programme of review and reform of all service functions	Carry out review of all service functions against agreed principles / criteria, including consideration of alternative models of service delivery, shared services, partnership working.	To ensure that we are delivering effective and efficient service that our citizens value.	All/ HR/TUs	April 2018	March 2022
		Review HR Policies and Procedures	Employment Policies and Procedures which are easy to understand and implement	HR/ Service Management/TUs	April 2018	March 2022
6.	Review training and development requirements to ensure that our workforce are fit for the future	Ensure consistent application of APDS scheme/ development plans to identify training needs to respond to changing demands	Ensure that all employees have an annual APDS and are capable of responding to changing demands in service delivery	Service Managers	April 2018	March 2019/ Ongoing
7	Support increased mobile flexible working and facilitate the innovative use of new technology to deliver future services more efficiently	Provide a plan of support for the 'people' aspect of the roll out of mobile flexible working. Work with ICT to address system issues.	Ensures employees/ managers are engaged in MFW and improves morale/motivation of the workforce	COs/ Service Managers/HR	April 2018	March 2019
		Design and deliver cultural change programmes for all teams undertaking MFW	More effective use of resources/improved access/improved morale and motivation of the workforce	HR/PMO	April 2018	March 2019
		Provision of appropriate training and cultural changes to facilitate increased development and use of digital interaction.	More effective use of resources/ improved access	HR/ PMO	April 2018	March 2019
9	Develop leadership skills to ensure that managers can lead and	Continued implementation of leadership Forum	Increased skill set and supports succession planning	HR/PMO	Started	Quarterly/ Ongoing

		implement change successfully				
		Facilitate 360 feedback for all COs and Service Managers	Improve leadership and management across the Council	HR	2019	2020 for first phase then subject to review
		Design and deliver leadership training on techniques and behaviours in agreed areas	Increased skillset across the Council and supports succession planning process	HR	May 2018	June 2019 and Phase 2 to be considered
10	Improve communication and engagement across the Council, particularly in relation to Council of the Future	Review communications strategy, including mapping of current communication channels and introduce more relevant methods	Improved communication	PMO/HR	Started	March 2019
		Ensure that team meetings are held once every 2 months with Council of the Future as standing item	Improved communication	COs/ Service Managers	Started	June 2018/ Ongoing
		Ensure employee engagement in service planning process through team meetings

Heads of Service to attend minimum of 3 team meetings every 6 months encouraging more involvement in shaping and delivering on priorities

Directors to attend minimum of one team meeting per divisional area every 6 months, leading on | Increased staff engagement – demonstrated through CO updates on intranet, discussion at employee listening events , VLOgs etc | COs/Service Managers | Stared | June 2018/ Ongoing |

		Council of Future agenda item				
		Service Based listening events to be held before June 2018 and annually thereafter	To listen to cross section of employees within each Service and lead on Council of the Future	Directors	April 2017	June 2018/ Ongoing

SECTION 6: EVALUATION AND REFRESH OF THE WORKFORCE PLAN

This Workforce Plan covers the period 2018-2022; however, it is considered a 'live' document and will be reviewed regularly against any changes to Service delivery plans. The corporate management team will be responsible for monitoring the plan.

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┌──────────────────┐    ┌──────────────────┐    ┌──────────────────┐    ┌──────────────────┐
│ DIRECTOR OF      │    │ DIRECTOR         │    │ DIRECTOR OF      │    │                  │
│ DEVELOPMENT      │    │ CORPORATE &      │    │ CHILDREN'S       │    │ *HSCI CHIEF      │
│ SERVICES         │    │ HOUSING SERVICES │    │ SERVICES         │    │ OFFICER          │
└──────────────────┘    └──────────────────┘    └──────────────────┘    └──────────────────┘
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DIRECTOR OF DEVELOPMENT SERVICES
- HEAD OF DESIGN, ROADS & TRANSPORT
- HEAD OF PLANNING & ECONOMIC DEVELOPMENT
- HEAD OF ENVIRONMENTAL SERVICES

DIRECTOR CORPORATE & HOUSING SERVICES
- CHIEF FINANCE OFFICER
- CHIEF GOVERNANCE OFFICER
- HEAD OF HUMAN RESOURCES & BUSINESS TRANSFORMATION
- HEAD OF POLICY, TECHNOLOGY & IMPROVEMENT
- HEAD OF HOUSING
- HEAD OF PROCUREMENT & HOUSING PROPERTY

DIRECTOR OF CHILDREN'S SERVICES
- HEAD OF EDUCATION
- HEAD OF SOCIAL WORK CHILDREN'S SERVICES
- HEAD OF PLANNING & RESOURCES

*HSCI CHIEF OFFICER
- HEAD OF SOCIAL WORK ADULT SERVICES

(*) Denotes a shared post with NHS Forth Valley

	2014/15	2015/16	2016/17	2017/18
APTC Contractual Overtime	£17,310.84	£17,641.68	£16,783.57	£15,023.38
Call - Out Allowance	£723.89	£380.27		£1,121.34
Call Out (No Standby)	£2,115.00	£2,244.40	£2,287.38	£3,038.79
Call Out (On Standby)	£38,172.28	£30,557.52	£30,677.28	£34,387.79
Car Mileage (Non-Taxable)	£1,077,599.50	£983,992.70	£890,177.80	£843,050.25
Car Mileage (Taxable)	£45,405.73	£98,565.30	£98,396.55	£75,356.10
Contractual Overtime	£19,378.68	£16,008.22	£13,102.66	£5,268.12
Contractual Overtime (Time and Half)	£113,340.74	£90,342.07	£89,622.00	£78,963.10
Craft Standby - Saturday	£3,882.83	£4,073.64	£4,443.34	£4,173.06
Craft Standby - Sunday / PH	£6,593.03	£8,651.06	£8,657.20	£7,811.18
Craft Standby - Weekday	£7,719.44	£9,481.98	£9,378.12	£9,169.48
Craft Standby - Full Week	£89,996.80	£84,736.19	£78,644.50	£84,464.19
Craft Standby - PH in Full Week	£2,325.40	£2,289.90	£2,153.28	£2,713.36
First Aid Allowance	£49,900.45	£46,816.61	£44,480.73	£42,119.59
Night Allowance	£79,954.07	£84,183.98	£93,642.03	£91,801.62
Night Work Allowance (Night Shift Allow)	£392,669.04	£385,867.65	£368,691.28	£343,274.72
Out of Hours (Contractual)	£83,289.82	£83,066.30	£84,043.19	£84,882.67
Out of Hours (Unsocial Hours)	£207,080.44	£197,411.74	£184,091.12	£175,046.42
Overtime Night Allowance		£333.10	£74.15	£2,785.70
SJC Standby - Saturday	£3,158.84	£3,071.79	£3,706.58	£4,858.91
SJC Standby - Sunday / PH	£5,293.41	£5,519.50	£6,631.43	£8,735.3
SJC Standby - Weekday	£7,039.46	£7,051.51	£8,066.80	£9,478.35
SJC Standby - Full Week	£50,994.84	£41,083.92	£36,368.55	£34,591.83
SJC Standby - PH in Full Week	£278.28	£577.33	£411.14	£454.54
Standby	£14,250.18	£14,830.81	£10,449.11	£3,546.85
Training Hours (Social Work)	£47,050.36	£42,788.41	£30,915.24	£31,229.81
Grand Total	£2,365,523.35	£2,261,567.58	£2,115,895.03	£1,994,560.75

	2014/15		2015/16		2016/17		2017/18	
	Units	£	Units	£	Units	£	Units	£
Additional Payment	0.00	£19,283.51	0.00	£5,255.04	0.00	£11,793.49	0.00	£10,343.4
Additional Payment STPS	0.00	£0.00	0.00	£5,621.08	0.00	£4,380.00	0.00	£990.00
APTC Overtime @ Single Time	0.00	£0.00	5.00	£38.25	0.00	£0.00	0.00	£0.00
Call Out Overtime @ Double	870.50	£20,872.06	641.50	£15,903.64	786.00	£19,290.24	693.50	£17,092.38
Call Out Overtime @ Time/Half	24,335.21	£439,305.67	24,623.74	£451,828.87	22,524.13	£418,447.66	27,271.32	£506,035.51
Day In Lieu	8,214.61	£73,722.56	7,896.54	£71,703.25	6,559.07	£60,316.54	5,133.29	£48,051.24
No Time Off @ Single Time	1,477.28	£13,172.93	1,138.32	£10,338.48	795.43	£7,226.32	541.26	£5,074.30
Overtime @ Double Time	10.35	£129.83			0.00	£0.00	13.40	£397.89
Overtime @ Single Rate	1,168.72	£12,359.99	3,133.22	£31,215.13	6,903.87	£70,795.73	9,299.5	£103,630.47
Overtime @ Time/Half	127,447.51	£2,047,694.86	114,892.05	£1,882,201.95	97,329.18	£1,654,879.54	90,158.09	£1,557,286.33
Overtime On Public Holiday	4,144.54	£84,923.67	4,247.10	£87,952.59	4,275.31	£90,860.93	4,353.15	£92,531.89
P/T Additional Hours	141,566.01	£1,334,898.73	139,150.54	£1,347,903.68	111,766.03	£1,114,769.70	100,808.02	£1,034,041.55
Seasonal Overtime (Time and Half)	373.38	£4,872.84	0.00	£0.00	0.00	£0.00	0.00	£0.00
Temporary Overtime (Double)	104.50	£1,276.04	166.00	£2,660.61	159.00	£2,707.09	67.75	£1,101.08
Temporary Overtime (Time / Half)	2,559.67	£12,615.80	2,366.50	£25,837.36	2,277.25	£23,170.72	1,144.75	£6226.80
Temporary Overtime Rate	1,325.02	£11,160.74	1,094.40	£9,422.97	754.74	£7,364.06	1,695.54	£16,641.10
Grand Total	313,597.30	£4,076,289.23	299,354.91	£3,947,882.90	254,130.01	£3,486,002.02	241,179.57	£3,399,443.94

CHILDREN'S SERVICES WORKFORCE PLAN

Date	Contact Officer	Version Number	Approved by
04/04/17	Aileen	1	

SECTION 1: WORKFORCE PLAN FOR CHILDREN'S SERVICES

This Workforce Plan will cover Children's Services. Children's Services is the largest service within Falkirk Council, incorporating Children and Families Social Work, Criminal Justice, Education, Community Learning, and Catering and Building Cleaning. The Service has a net revenue budget of £181.4m and a workforce of approximately 3,200 employees (Full Time Equivalent).

Children's Services provides and commissions education, support, care and protection services for children and young people, and people of all ages in all communities in the Falkirk Council area. The functions of the service are wide ranging, from assessing need and providing care and protection to vulnerable individuals and families, delivering early learning and education to children, young people and adult learners to implementing measures of control for those who may be at risk to themselves or the wider community. Services are provided to meet the needs of a broad range of service users including some of our most vulnerable citizens.

Children's Services is organised into the following key areas:

Director of Children's Services	
Education Head of Education	**Social Work** Head of Social Work and Chief Social Work Officer*
- Additional Support for Learning - Curriculum Support - Customer Communications - Pre-five Education and care - Primary education - Psychological Services - Secondary Education - Service and School improvement (incl. CPD) - Service Policy, Planning and Performance	- Adoption, Fostering and Kinship Care - Child Protection services - Children and Families Assessment Teams - Children with disabilities - Criminal Justice - Intensive Family Support Service - Leaving Care Services - Looked-After Children - MAPPA - Residential Care Services - Youth Justice work - Social Work Workforce Development* - Clinical and Care Governance Framework* - Integration Joint Board* - Guardianship* - Adult Support and Protection Services*
Planning & Resources: Head of Planning and Resources	
- Asset and Infrastructure Management - Business Continuity, Risk Management and Health and Safety - Capital Investment Planning - Catering and Building Cleaning - Community Learning and Development Service - Community Centres and Community Halls Management - Community lets administration	- Contracts and Project Monitoring - Forward Capacity and Infrastructure planning - ICT systems and support - Performance Information - Public Toilets - Service Finance, Resources and Procurement - Workforce planning

A service structure chart is shown at Appendix 4.1.

In developing this Workforce Plan the following documents and data were considered:

- Corporate Plan
- Children's Services Service Plan 2017-22
- Strategic Outcomes and Local Delivery Plan (SOLD)
- Integrated Children's Service Plan
- Criminal Justice Outcomes Improvement Plan
- workforce profiling information as provided by the Management Information Team
- budget information or proposed savings plans for C&HS,
- Education (Scotland) Act 1980; Children and Young People (Scotland) Act, 2014; the Community Justice (Scotland) Act 2016; Criminal Justice (Scotland) Act 2016; the Children's Hearings (Scotland) Act 2011; the Carers' Scotland Act 2016 (young carers); the Children & Young People (Information Sharing) (Scotland) Bill 2017; the Education (Scotland) Act 2016 (National Improvement Framework); the Community Empowerment (Scotland) Act 2015.
- relevant population demographics/ trends
- employee survey results
- Scottish Government policies and national initiatives including: GIRFEC; the Curriculum for Excellence; the Review of Blueprints Monitoring (Children's Hearings); the Pupil Equity Fund; the Attainment Challenge; Education Fairer Funding Review; the Expansion of Early Years provision; Dietary Goals for Scotland; Realigning Children's Services; the Children and Young People's Improvement Collaborative; Permanence and care excellence; re-design of Criminal Justice Services; implementation of a new community justice model; the Presumption against short term sentences; and most recently the Scottish Government Education Governance Review.
- Council of the Future Framework.

This workforce plan was developed via a facilitated workshop involving Service Senior Management, Service Managers, HR, the PMO team and relevant trade unions.

This Plan covers the period from April 2018 – March 2022 and will be reviewed as outlined in Section 6.

This plan has been approved by …………………………..

SECTION 2: ASSESSMENT OF CURRENT WORKFORCE

The following information provides a summary of the current workforce for Children's Services.

Workforce Summary:

FTE:	3216.16	Headcount:	3917
Full-time FTE:	65.1%	Part-time FTE:	34.9%
Permanent:	90.4%	Temporary:	9.6%

Whilst headcount has reduced slightly since 2016/17, FTE has increased by 15.36 FTE over the same period. The workforce has therefore remained fairly static.

It is clear that to achieve the continuing reduction in budget, the reduction in staff numbers will be required to continue to meet financial constraints, whilst other areas will increase over time to meet national initiatives.

The ratio of full time and part time staff remains consistent with last year, with just over 65% full time. Some divisions have a higher ratio of part time staff, eg Building Services have a higher proportion of part time staff due to the nature of the service being delivered.   There is evidence of the use of temporary contracts, but again this is more concentrated in some divisions to allow for future flexibility to manage change, for example, Building Services who have over 40% of employees on temporary contracts.   A review of temporary contracts is ongoing, however progress has been slow due to the uncertainty regarding budget options for 2018/19 onwards.   A review of temporary contracts is now progressing particularly within Catering and Cleaning.

In addition to the above, there are a further 45 employees employed via the Pupil Equity Fund (13 teachers and 32 non-teaching employees). The majority of these employees are part-time, with a FTE of 16.48.

Casuals – Casual staff are difficult to recruit to for Janitors, SFLA's and Teaching staff. Option to look at peripatetic teachers on a cluster basis however past experience has been that even if appointments can be made to these posts they are only as a stop gap and it is difficult to retain the staff.

Flexible Working - With over 85% female employees, the service has a predominant female workforce. An increase in maternity leave is resulting in an increase in flexible working requests which at times cannot be accommodated. Although there is an element of flexibility, purchasing annual leave within term time establishments are unable to be approved.

Workforce Age Profile:

Current Age Profile	No. of Employees	Age Profile in 3 Years	No. of Employees	Age Profile in 5 Years	No. of Employees
<16	0	<16	0	<16	0
16-20	7	16-20	1	16-20	0
21-25	243	21-25	48	21-25	7
26-30	432	26-30	364	26-30	243
31-35	455	31-35	433	31-35	432
36-40	471	36-40	508	36-40	455
41-45	474	41-45	430	41-45	471
46-50	531	46-50	500	46-50	474
51-55	577	51-55	548	51-55	531
56-60	502	56-60	591	56-60	577
61-65	179	61-65	369	61-65	502
66-70	36	66-70	97	66-70	179
>71	10	>71	28	>71	46

33% of the workforce are currently over 50 rising to 47% in 5 years. This is lower for teachers with only 28.7% over the age of 50 in 5 years time as a consequence of the workforce refresh initiative in the Education profession allowing new younger teachers to enter the workforce generally through the probationer scheme.

There are some significant succession planning issues, for specific posts including senior management positions.

Workforce Turnover:

Teaching	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Apr - Sep)
Average Headcount	1697	1725	1754	1768	1797	1835
Nos of Leavers	186	181	202	209	197	91
Turnover %	11.0%	10.5%	11.5%	11.8%	11.0%	4.9%
Non-Teaching	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Apr - Sep)
Average Headcount	2163	2185	2186	2168	2114	2095
Nos of Leavers	157	175	166	228	187	84
Turnover %	7.3%	8.0%	7.6%	10.5%	8.9%	4.0%
Total	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Apr - Sep)
Average Headcount	3859	3909	3939	3936	3911	3930
Nos of Leavers	343	356	368	437	384	175
Turnover %	8.9%	9.1%	9.3%	11.1%	9.90%	4.40%

Turnover is higher than the Council turnover, but reflective of the changes in some service areas which have seen a reduction in headcount due to budget constraints. Assessing previous years/changing turnover levels is difficult due to the structure only coming into place in August 15, therefore a full year comparison, like for like figure is not available.

There is evidence of hard to fill posts, with continued re-advertisements for specific posts, including some Teaching posts and temporary posts, which are more difficult to recruit to. therefore a need for the Council's terms and conditions of employment to remain competitive.

Absence Patterns:

Teaching	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Apr - Sep)
Absence %	3.7%	3.7%	3.4%	3.4%	2.54%	2.07%
Non-Teaching	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Apr -

						Sep)
Absence %	4.9%	4.8%	4.8%	4.7%	4.84%	4.90%

Total	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18 (Apr - Sep)**
Absence %	4.5%	4.4%	4.3%	4.2%	3.79%	3.18%

Assessing previous years statistics is difficult due to the changing management structure therefore a like for like comparison is not available. Absence appears to have reduced slightly over the past 2 years and continues to be managed.

Grade/Allowance Profile:

	Count of Post No
FC-AA-LW	0
FC-BB-LW	453
FC-CC	177
FC-CC-LW	29
FC-CO1	1
FC-CO2	1
FC-CO3	2
FC-DD	515
FC-EE	92
FC-FF	373
FC-GG	156
FC-HH	31
FC-II	149
FC-JJ	22
FC-KK	28
FC-LL	17
FC-MM	10
TEACHBT	1355
TEACHCT	49
TEACHEP	8
TEACHESO	9
TEACHHADH	125
TEACHMI	19
TEACHPMS	2
TEACHPROB	115
TEACHPT	196
TEACHQIM	3
TEACHQIO	5
TEACHST	32
Grand Total	**4386**

Excluding Teaching posts, the majority of employees are on grades A-F which is reflective of the nature of the services being delivered e.g. building services. A high number of employees are on the living wage, although this is more concentrated in some specific divisions. The majority of teachers are on basic teacher grade, which is what would be expected

A breakdown of grades of employees appointed via the Pupil Equity Fund is included below:

	Non-Teaching					Non-Teaching Total	Teaching			Teaching Total	Grand Total
	FC-BB-LW	FC-DD	FC-EE	FC-FF	FC-GG		TEACHBT	TEACHPT	TEACHST		
EARLY YEARS OFFICER	0	0	0	13	0	13	0	0	0	0	13
PRINCIPAL TEACHER	0	0	0	0	0	0	0	1	0	1	1
SENIOR CLERICAL ASSISTANT	0	0	1	0	0	1	0	0	0	0	1
SENIOR EARLY YEARS OFFICER	0	0	0	0	2	2	0	0	0	0	2
SUPPORT FOR LEARNING ASSISTANT (ADV)	0	15	0	0	0	15	0	0	0	0	15
SUPPORT FOR LEARNING ASSISTANT (CORE)	1	0	0	0	0	1	0	0	0	0	1
TEACHER	0	0	0	0	0	0	11	0	1	12	12
Grand Total	**1**	**15**	**1**	**13**	**2**	**32**	**11**	**1**	**1**	**13**	**45**

A summary of allowances paid across the Service is attached as Appendix 4.2. The cost of allowances has reduced over the past 3 years. The main allowances payable within the Service are car mileage reflecting the mobile nature of some roles e.g. social workers, night working allowance for residential childcare staff and unsocial hours allowance paid to, for example, building cleaning employees.

Summary of the overtime worked:

See Appendix 4.3 for the detail. Overtime costs within the service have reduced but remain high in specific areas e.g. for janitorial employees. Work has been undertaken to review how overtime is being worked by janitorial employees and this will be considered as part of ongoing janitorial review.

Patterns of use of Casual and/or Agency workers:

The table below shows casual hours worked and costs over the past 3 years. The cost of casual employment within the Service reduced last year. This was mainly as a consequence of a reduction in casual teaching hours across the Service.

2014/15		2015/16		2016/17		2017/18 (Apr-Oct)	
Units	Cost	Units	Cost	Units	Cost	Units	Cost
125243.73	£2,344,979.24	115931.81	£2,207,835.09	69423.28	£1,356,408.72	26532.85	£538,887.84
2933.50	£30,737.91	5509.88	£53,863.70	9352.34	£92,690.63	6111.28	£61,309.34
6754.61	£64,452.47	4854.02	£46,355.08	0.00	£0.00	0.00	£0.00
30463.66	£310,536.01	30536.24	£293,269.47	26848.51	£261,117.62	19375.75	£187,691.40
72350.67	£688,314.89	65976.59	£627,578.31	63218.65	£631,332.96	39492.62	£402,891.70
29170.24	£541,445.57	23933.23	£456,513.82	14442.03	£277,447.50	7.00	£95.39
0.00	£0.00	0.00	£0.00	6446.78	£130,081.52	5406.00	£109,733.11
0.00	£0.00	0.00	£0.00	6.55	£127.39	4.47	£90.28
894.63	£16,606.81	1016.29	£18,990.34	442.09	£8,366.71	21.84	£441.10
267811.04	**£3,997,072.90**	**247758.06**	**£3,704,405.81**	**190180.23**	**£2,757,573.05**	**96951.81**	**£1,301,140.16**

Skill Profile:

As the national initiatives and Council of the future projects change, the nature of the jobs will change as will the skill set required. There is a need to update and develop employees' skills and knowledge to improve performance and to meet future succession planning.

There are some specific qualifications identified that require to be monitored to ensure compliance with legislation:

- ● Headteacher qualification.

- ● SCF 9 for Residential Childcare.

Children's Services has a varied skill profile which reflects the diversity of qualifications and experience needed for delivery of the service across each of the divisions. Within the education division, professions include Quality Improvement/ASL Adviser, Headteachers, and Teaching staff. Some vacancies are more difficult to fill than others primarily because of national/local skills gap and insufficient supply. There is a national shortage of teachers approved to work in RC Primary schools and teachers who are qualified to teach STEM (Science, Technical, Engineering, Mathematics)..

These above posts are supported within the schools by Resource Managers, Early Years Workers, Support for Learning Assistants, Clerical Assistants and Janitorial staff. There is a higher level of turnover in specialists posts due to the demands of the job and changing needs of the children, for example the need to perform more specialist medical tasks/more intrusive tasks appears to be having an impact on recruitment/turnover, and the role needs to be reviewed to take into this into account.

Within Children's Services, Children's and Families, posts range from Social Workers who are required to be qualified to degree level supported by support staff also with specialist knowledge and qualifications. An SVQ level 9 qualification is require for Residential Care staff with the full qualification being required to meet the required level for SSS registration.

Skills and knowledge are maintained a developed in a variety of ways including:

- ● Continuing CPD development including 35 hours in-service training.

- ● Learn to Teach programme.

- ● The Lead on programme for DHT's/PT's – Aspiring to be a HT programme ad excellent and Headship.

- ● half day and one day courses.

- ● Conferences,

- ● Institute of Leadership and Management (ILM) Management Training up to and including Diploma level.

- ● Bespoke training is also arranged as appropriate.

- ● The Council's online learning OLLE, is promoted within the Service including to no office based staff.

Equality Profile:

Gender	Emp Count	%	Ethnicity	Emp Count	%	Disability	Emp Count	%
Male	583	14.9%	Any Other	2	0.1%	No	1931	49.3%
Female	3334	85.1%	Asian Chinese	1	0.0%	Yes	25	0.6%
			Asian Indian	1	0.0%	Unknown	1960	50%
			Asian Other	2	0.1%	Refused to Say	1	0.0%
			Asian Pakistani	5	0.1%			
			Black African	1	0.0%			
			Black Caribbean	1	0.0%			
			Mixed	4	0.1%			
			White English	70	1.8%			
			White Irish	7	0.2%			
			White Northern Irish	16	0.4%			
			White Other	53	1.4%			
			White Other British	12	0.3%			
			White Polish	3	0.1%			
			White Scottish	1936	49.4%			
			White Welsh	1	0.0%			
			Unknown	1802	46%			
Grand Total	**3917**	**100%**		**3917**	**100%**		**3917**	**100%**

With over 85% female employees, the service has a predominant female workforce. Whilst this is reflective of local government in general and it is higher than the Council gender split due to the nature of the Services being delivered e.g. teaching, cleaning and catering. There are clear issues with the collation/recording of data for other protected characteristics, with gaps in information, again reflective of the Council wide situation although the statistics available are not reflective of the local population

Location:

The Service operates over a large number of geographical locations which is reflective of the schools environment.

SECTION 3: CHALLENGES, CHANGES AND OPPORTUNITIES

Using the information gathered via workforce planning questionnaires and from the workforce planning workshop, to set out in this section the internal and/or external factors which may affect future service delivery in the Service, over the next three to five years, which may impact on workforce requirements.

This should be considered under the following priority areas outlined in the Council's Corporate Plan:

- **PEOPLE**

Early Years Expansion – A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland' consultation was launched on 15 October 2016. It set out the Scottish Government's vision for an expansion to almost double entitlement to free early learning and childcare (ELC) to 1140 hours per year by 2020 for all three and four year olds and eligible two year olds. There have been 3 models which have been developed dependant on the specific area and it is anticipated that the increase in hours will be equivalent to a 50% increase in staff. Currently the demand exceeds the supply of qualified staff within this field and consideration needs to be given to recruitment options. The Service is currently in liaison with the local college to develop a plan to increase the qualified workforce within the local area including providing current SFLA's the opportunity to retrain. The expansion will also increase demands within Service management and support including the recruitment of 8 Pedagague type posts. The expansion will also entail an increase on catering, cleaning and janitorial staff.

ASN Provision – In order to support our commitment to meet the needs of all our young people specifically the ones with language and communication barriers, including those experiencing autistic spectrum orders, 2 new centres are being opened. 1 based within Larbert High School and the other within Easter Carmuirs Primary School. This will involve an increase in staff of 2 PT's, 3 Teachers and 8 SFLA's.

Health & Wellbeing Service – it is proposed that this new service will replace the old Oxgang School and Mariner Support Service. The new re-configured service comprising of primary and secondary children will be based on the current Mariner campus and work is ongoing in terms of what the new structure. It is anticipated that there will be an increase to the current staffing structure.

Education Governance Review – This bill will include a number of provisions reforming how schools are run and will allow the Headteachers more freedom to make choices about curriculum, improvement, and funding at school level. This will also allow Headteachers more flexibility to choose school staff and agree their own management. It also leaves an uncertainty around where Education provision may sit going forward which makes it difficult to plan.

Legislative Changes – The Children & Young People Scotland Act 2014 provides the right to young people to remain in their care placement until aged 21 years. Aftercare is extended to previously looked after young people to receive advice, guidance and assistance until aged 26 years. This has and will continue to receive additional resource. In addition because of changes to legislation, the complexity of cases have increased therefore the workforce need to be well trained and job remits reviewed to be able to deal with these cases.

Community Learning and Development (CLD) - There are more people in the community with English as a second language. This is impacting on resources since within CLD there is no additional spend to cover support provided. Consideration will have to be given to staff development/specific training.

- **PLACE**

Facilities – The Early Years Expansion has had an impact on the premises/buildings to ensure that they can accommodate the increased provision. This has included the renovation of current provisions and/or extensions.

Strategic Property Review – Although Development Services has the lead responsibility for this and will be required to support and facilitate a 50% reduction in buildings, they will need to work with Children's Services to assess the schools and whether the buildings are fit for purpose. It is anticipated that this will have a limited impact on the actual square footage of premises so limited impact on FTE.

Mobile Flexible Working – In line with the Council of the Future 'Anytime, Anywhere' project, mobile and flexible working will be encouraged where possible. Flexible working offers improved flexibility in working arrangements for employees and can improve morale/motivation and ultimately improve the experience for the customer. Flexible working brings with it a range of technological issues. Employees need to have the necessary resources and support available to work in different environments and offices 24/7. This is proving difficult in some areas due to issues regarding systems compatibility or limited wifi capacity. Alongside this, there is a continuing need for training on new technological solutions for employees at all levels.

A further challenge surrounds asset management and the need to review office buildings and office space to ensure efficient use. Many of these locations ensure local services are delivered and are available to our communities. A review of Assets is however underway to reduce costs where possible. The move towards modern ways of working in the use of office accommodation etc. including desk-sharing also needs to be managed to maintain a healthy productive working environment. This requires a change in approach and may not be received well by all employee groups and therefore needs engagement with employees undergoing this change.

Linked to this is the Council's Smart Working, Smart Travel agenda to identify annual savings via employee mileage, highlighting existing transport options, guidance for staff and using technology as an alternative to travelling to meetings. As part of this, the Council will introduce 40, energy efficient, pool cars to enable staff travel, reduce the cost of grey fleet and the impact on the environment.

- **PARTNERSHIP**

Regional Collaborative –. Regional collaboratives were to be established with the clear purpose of bringing together a range of professionals with a focus on supporting teachers, and a range of other staff who provide support to improve children and young people's attainment. A new Regional Improvement Collaborative has been established which covers Clackmannanshire, Falkirk, Stirling and West Lothian Councils. The Collaborative brings together extensive knowledge, skills and expertise from across the partners, for all to learn from. The aim is to bring improvements to our respective education services and in particular, supporting schools in improving attainment. A Chief Officer has been appointed on a temporary basis to lead on the development of the Improvement Plan and Workforce Plan for the Collaborative. The new

collaboratives submitted their plans to the Scottish Government however to date these have not been agreed.

Legislative Changes – The Children & Young People Scotland Act 2014, Human Trafficking and Exploitation Act 2015, Community Justice Act 2016; statutory Duty of Candour, Community Empowerment Act 2015 all requires a trained workforce that are more pro-active, building good relationship with police and health/social care.

Barnardo's/Cluaran Project – Funding has been withdrawn from this service as of 1st April 2018. There were 5 Teaching employees and 3 Social work employees who were seconded to Barnardos. All are returning to posts within the Council and will be absorbed into Children's Services establishment.

Criminal Justice – ongoing partnership working is required with various 3rd sector agencies, ie health.

SECTION 4: DEFINING FUTURE WORKFORCE REQUIREMENTS AND GAP ANALYSIS

The main area of change impacting on staffing numbers relates to early years expansion as shown below:

Job No.	Position Title	Headcount		
		Year 1	Year2	Year 3
1	SEYO	7.5	9	4
2	EYO	52.5	123	66
3	SFLA's	16.77	30.1	15.91
4.	Pedagogue	8		
5.	Janitors	2.1	2.6	1.6
6	Clerical Assistants	4	5	3

Workforce Development Requirements:

• **Leadership / Management Development**

The 'Council of the Future' framework is to enable the delivery of the Council's ambitious programme of organisational, service and cultural change linked to its priorities and budget strategy. The Council aspires to be innovative, responsive, trusted and ambitious. To make this happen, it was recognised that fundamental changes were required in the way it works at a strategic and operational level and that there would need to be a clear cultural change in the way we lead and manage this bold change programme.

Outwith job specific development areas, these leadership development needs are being met via the Council's 'Council of the Future' programme.

All Chief Officers and Service Unit Managers will attend quarterly Leadership Forums and provide and receive 360 degree feedback based on the values of the organisation. The 360 feedback will be carried out bi-annually. They will also attend OD workshops and develop their own Gold Standard action plan. This is a tailored personal action plan which will include feedback from the 360 and actions following the workshops. It is not presumed that each person would have the same development needs although there will be some common areas. Each person has to follow through with their plan in consultation with their line manager.

The workshops will be on the subjects of Change, Leadership & Vision, Recognition, Communication, Skills Development and Coaching. The workshops content have been determined following feedback from the employee engagement and listening events carried out throughout the organisation.

General Development Areas

The following priority areas were identified which are supported by the results of the recent Employee Engagement Survey.

1.   Dealing with Change – Children's Services employees responding to the Employee Engagement Survey indicate that while 84.4.% understand the need for change and 38.7% are aware of the "Council of the Future" programme, only 12.1% feel involved in the changes taking place and 54.9% are unsure what change means for Falkirk Council and would like to know more.

2.   Team Working – Of Children's Services respondents to the Employee Engagement Survey, 71.5% agree or strongly agree that their team has a good team spirit. Similarly 74.4% feel part of a team working towards shared goals.

3.   Technology/ Digital – In order to continue to progress and develop new technical solutions an element of skills transference and upskilling is required.   Issues such as digital filing, teleconferencing, use of mobile devices and the implementation of new external and internal systems will need to be addressed within 3 years.

4.   Communication – When asked if employees feel well informed about matters affecting their work, 61.8% agreed. 39.1% felt that there are more effective ways to feedback their views and the service acknowledged that this was an area which requires improvement.

In addition there is a need to address specific skills requirements in order to future service requirements. We must therefore aim to:

•   Ensure succession planning is in place for Headteacher posts with the leadership programmes focussing on the pressures and dimensions of Education.

•   Ensure there is a job specific training programme in place to deal with the Early Years expansion ensuring we are equipped to deal with the increasing number of children.

- Continue with the planning group for transformational change and pursue base line training for professional staff

- Support digital change, sharing best practice via ADES/Service Managers/ Headteachers.

- Ensure that managers are equipped to drive forward the changes required within the service. Responses to the Employee Engagement Survey indicate that only 70.5% of employees agree or strongly agree that their line manager clearly outlines their tasks and priorities. Only 59.4% of respondents agree or strongly agree that their service area is well managed. As noted above the Council of the Future Leadership programme is meeting development needs in this area.

Ways of Working

Mobile/ Flexible Arrangements and Models of Service Delivery - The Employee Engagement Survey indicated that only 54.8% of respondents agree they are encouraged to work in a mobile and flexible way. This approach is not appropriate for some posts within the service. There are however trials being carried out in some areas, for example adoption and fostering with a view to expanding the number of employees working in this way in roles where it is relevant.

Review of Working Arrangements – A number of flexible working arrangements are in place within the service. We will continue to review these r to ensure that we are delivering effective services which meet customer needs.

Options include

- Review the shift patterns in residential childcare.

- Review the ways of working for unpaid workers reducing the paperwork and introduce a new swipe system in criminal justice.

- Review working hours/weekend working within Intensive Family support looking at the duty systems and different models of working.

Large parts of the service are school based therefore flexible working is not an option.

SECTION 5: REALIGNMENT OF WORKFORCE AND TRAINING

Actions need to be clear, easy to understand and have clear target dates. Include an Equality & Poverty Impact Assessment if required.]

	Action	Description	Planned Outcome	Action Owner	Start Date	End Date
1	To review current equality statistical information held on Council workforce via resourcelink	Encourage employees to provide equality information within Myview	Improve the information held and provide clearer management information to help improve managing information available	HR	Feb 2018	Oct 2018

2	Develop succession planning across the Service	Identify areas of future skills shortage as a result of an ageing workforce and develop succession strategies	Ensures that Service develops workforce which is fit for future.	COs/HT's/HR	April 2018	March 2019/ Ongoing
		Ensure consistent application of APDS scheme/CPD Scheme for Teachers/development plans/Lead of programme for HT's/DHT's to identify and develop leaders/ supervisors of the future	Ensure that leaders/ supervisors are ready / capable of demands of higher level posts as they become available	Service Managers/HT's	April 2018	March 2019/ Ongoing
		Promote the use of flexible retirement across Service,	To increase the number of employees working flexible retirement across Council and allow for sharing of knowledge skills	Service Managers	April 2018	March 2019/ Ongoing
		Formalise coaching and mentoring opportunities to increase skill base and assist with succession planning	Increased skill base and knowledge sharing	Service Managers	April 2018	March 2019/ Ongoing
3.	Improve recruitment and retention to difficult to full posts across Service.	Review pay and grading structure and benefits package to ensure it remains competitive and fit for purpose	Revised structure and pay structure which is fit for future	COs/ HR/ Trade Unions	April 2018	March 2020
		Develop smarter targeted recruitment and retention strategies for difficult to fill posts including early years posts	Ensures that the Council has a workforce which is fit for future	Service Managers/ HR/HT's/Child care Co-ordinator	April 2018	Ongoing
		Review of temporary contracts, ensuring sufficient	To improve retention by improving employment stability for relevant employees	Service Managers/ HR/HT's	Ongoing	March 2019/ Ongoing

		flexibility remains where necessary				
4.	Improve attendance levels across the Service	Undertake quarterly reviews of absence	Sickness levels achieve Council target of max of 4% absence.	COs/ Service Managers/HT's	Ongoing	Ongoing
		Promote work life Balance	Improves morale/ motivation of the workforce	Service Managers/ HR/HT's	Ongoing	Ongoing
		Ensure all Managers have undertaken Absence Management training	To ensure the consistent application of the Council's Managing Sickness Absence Policy	COs/ Service Managers/HT's	April 2018	December 2018
5.	Implement programme of review and reform of all service functions	Carry out review of all service functions against agreed principles / criteria, including consideration of alternative models of service delivery, shared services, partnership working.	To ensure that we are delivering effective and efficient service that our citizens value.	All/ HR/Tus	April 2018	March 2022
		Carry out review of Family Support Services		Team Managers/HR		Ongoing
		Carry out review of Support for Learning		Service Manager/HR		Ongoing
6.	Review training and development requirements to ensure that our workforce are fit for the future	Ensure consistent application of APDS scheme/CPD Scheme for teachers/development plans to identify training needs to respond to changing demands	Ensure that workforce are capable of responding to changing demands in service delivery	Service Managers/HTs	April 2018	March 2019/ Ongoing
7	Support increased mobile flexible working and facilitate the innovative use of	Provide a plan of support for the 'people' aspect of the roll out of mobile	Ensures employees/ managers are engaged in MFW and improves morale/motivation of	COs/ Service Managers/HR	April 2018	March 2019

		new technology to deliver future services more efficiently	flexible working. Work with ICT to address system issues.	the workforce			
			Design and deliver cultural change programmes for all teams undertaking MFW	More effective use of resources/improved access/improved morale and motivation of the workforce	HR/PMO	April 2018	March 2019
			Provision of appropriate training and cultural changes to facilitate increased development and use of digital interaction,	More effective use of resources/ improved access	HR/ PMO	April 2018	March 2019
9	Develop leadership skills to ensure that managers can lead and implement change successfully	Continued implementation of leadership Forum		Increased skill set and supports succession planning	HR/PMO		
		Facilitate 360 feedback for all COs and Service Managers		Improve leadership and management across the Council	HR		
		Design and deliver leadership training on techniques and behaviours in agreed areas		Increased skillset across the Council and supports succession planning process	HR		
10	Improve communication and engagement across the Service	Establish working group to consider actions from staff engagement survey		Improved communication, team working and ability to deal with change across Service	COs/ All	Ongoing	March 2019
		Ensure that team meeting are held on regular (monthly basis) across service areas with Council of the Future as standing item		Improved communication	COs/ Service Managers/HTs	Ongoing	March 2019
		Ensure employee engagement in		Increased staff engagement	Service Managers/HTs	Ongoing	March 2019

		service planning process through team meetings				

SECTION 6: EVALUATION AND REFRESH OF THE WORKFORCE PLAN

This Service Workforce Plan covers the period April 2018 to March 2022; however, it is considered a 'live' document and will be reviewed regularly against any changes to our Service delivery plans. The Service along with the corporate management team will be responsible for monitoring the plan.

Allowances

	2014/15		2015/16		2016/17		2017/18 (Apr-Oct)	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost
APTC Contractual Overtime	234	£1,981.92	234	£1,997.16	65	£564.85	0	£0.00
Call - Out Allowance	0	£723.89	0	£356.61	0	£0.00	0	£1,026.22
Call Out (No Standby)	17	£235.12	30	£543.00	40.1	£730.78	20.15	£368.98
Call Out (On Standby)	15	£197.40	32	£421.12	73	£960.68	13	£174.30
Car Mileage (Non-Taxable)	792010	£343,552.38	747731.1	£332,142.88	628548	£282,805.64	357670	£160,951.50
Car Mileage (Taxable)	17485	£7,868.25	16546	£7,445.70	18566	£8,354.70	9600	£4,320.00
Contractual Overtime (Time and Half)	6691.82	£97,851.26	6104.95	£90,342.07	5945.52	£89,622.00	3186.23	£48,380.32
Craft Standby - Weekday	0	£0.00	0	£0.00	0	£0.00	1	£8.36
First Aid Allowance	0	£19,813.09	0	£18,622.90	0	£17,700.92	0	£10,011.07
Night Allowance	10705.25	£47,777.46	10745.08	£48,182.67	10981.19	£49,752.04	7003.5	£32,037.69
Night Work Allowance (Night Shift Allow)	0	£0.00	27.75	£117.17	71.75	£339.05	0	£0.00
Out of Hours (Contractual)	12477.38	£78,865.22	12195.58	£78,823.51	11971.92	£80,368.37	6960.07	£46,852.57
Out of Hours (Unsocial Hours)	9289.16	£20,907.15	9677.91	£21,494.32	9002.49	£19,963.06	5340.49	£12,560.27
SJC Standby - Saturday	0	£0.00	7	£123.33	9	£161.19	3	£53.73
SJC Standby - Sunday / PH	0	£0.00	9	£216.45	13	£317.33	4	£97.64
SJC Standby - Weekday	0	£0.00	23	£190.15	31	£260.71	12	£101.08
SJC Standby - Full Week	0	£0.00	5	£411.95	6	£506.82	0	£0.00
Standby	0	£1,356.42	0	£279.64	0	£0.00	0	£734.53
Grand Total	848924.61	£621,129.56	803368.37	£601,710.63	685323.97	£552,408.14	389813.44	£317,678.26

Overtime

	2014/15		2015/16		2016/17		2017/18 (Apr-Oct)	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Additional Payment	0.00	£19,283.51	0.00	£5,005.04	0.00	£9,835.52	0.00	£3,383.48
Additional Payment STPS	0.00	£0.00	0.00	£5,621.08	0.00	£4,380.00	0.00	£198.00
Call Out Overtime @ Time/Half	0.00	£0.00	0.00	£0.00	0.00	£0.00	10.50	£223.34
Overtime @ Double Time	9.25	£108.82	0.00	£0.00	0.00	£0.00	7.40	£259.29
Overtime @ Single Rate	0.00	£0.00	0.00	£0.00	3,746.73	£38,398.07	2,799.15	£30,820.47
Overtime @ Time/Half	17,795.06	£280,435.63	15,377.68	£250,732.98	14,777.12	£247,186.73	7,834.21	£133,946.21
Overtime On Public Holiday	33.25	£586.36	123.00	£2,465.45	46.50	£1,040.08	36.00	£836.73
P/T Additional Hours	52,124.72	£469,482.20	57,313.10	£536,094.81	45,331.43	£436,056.14	26,220.80	£260,626.67
Temporary Overtime (Time / Half)	2.00	£5.85	0.00	£0.00	18.00	£29.01	0.00	£0.00
Temporary Overtime Rate	122.75	£141.44	31.25	£19.18	0.00	£0.00	0.00	£0.00
Grand Total	**70087.03**	**£770,043.81**	**72845.03**	**£799,938.54**	**63919.78**	**£736,925.55**	**36908.06**	**£430,294.19**

CORPORATE & HOUSING WORKFORCE PLAN

Date	Contact Officer	Version Number	Approved by
March 2018	Jenny Simpson	1	

SECTION 1: WORKFORCE PLAN FOR CORPORATE & HOUSING SERVICES

This Workforce Plan will cover Corporate & Housing Services (C&HS).

C&HS play a major role in improving and changing the way the Council delivers services and works towards being a Council of the Future. Our focus is to ensure we meet the priorities and outcomes in our community partnership's Strategic Outcomes and Local Delivery Plan (SOLD) and the council's Corporate Plan.

We continue to review services our customers need and want to ensure they are fit for purpose, efficient and effective. We do this by engaging our staff, reviewing and improving processes and procedures, and challenging decisions. Our customers range from communities, citizens, council tenants to elected members and employees.

With an employee expenses budget for 2018/19 of approximately £49M and 1225 FTE employees we must be smart and transparent in how these resources are managed to deliver the services we provide.

C&HS covers a wide range of functions and consequently employs people in a wide range of professions and roles. The functions are organised into 6 divisions each led by a Chief Officer:

Finance	Governance
accountancy and financial planning revenues and benefits capital, treasury and insurance internal audit and corporate fraud pensions	Council and committees legal services licensing members support and training elections information governance
Human Resources and Business Transformation	**Policy, Technology & Improvement**
customer and business support human resources human resources systems and payroll change management corporate risk management	communications and participation technology and infrastructure policy and community planning improvement fairer Falkirk
Housing	**Procurement and Housing Property**

housing management
access to housing
housing strategy and private sector
    housing
community advice
	procurement and commissioning
	housing property and asset
	    management
	building maintenance division
	    operations

A service structure chart is shown at Appendix 5.1.

In developing this Workforce Plan the following documents and data were considered:

- Corporate Plan
- Corporate & Housing Service Plan 2017-22

- Strategic Outcomes and Local Delivery Plan (SOLD)
- workforce profiling information as provided by the Management Information Team
- budget information or proposed savings plans for C&HS,
- Housing Asset Management Plan and Local Housing Strategy, supported by a Strategic Housing Investment Plan (new affordable housing) and Housing Contribution Statement
- relevant population demographics/ trends
- employee survey results
- Community Empowerment (Scotland) Act 2015
- Welfare Reform
- Equivalent for Pension Age legislation
- Cyber Essentials Accreditation requirements
- Scotland's Technology Strategy
- GDPR
- Council of the Future Framework,

This workforce plan was developed via a facilitated workshop involving Service Senior Management, Service Managers, HR, the PMO team.

This Plan covers the period from April 2018 – March 2022 and will be reviewed as outlined in Section 6.

This plan has been approved by ………………………..

SECTION 2: ASSESSMENT OF CURRENT WORKFORCE

The following information provides a summary of the current workforce for Corporate & Housing Services.

Workforce Summary:

FTE:	1225.89	Headcount:	1332
Full-time FTE:	84.7%	Part-time FTE:	15.3%
Permanent:	80.7%	Temporary:	19.3%

Total Hours available: 45,357

Within the Revenues & Benefits there are a number of temporary posts to provide flexibility associated with changes in service delivery. These are largely linked to Advice Hubs implementation and to the temporary nature of funding streams associated with certain benefits. ICT also had several temporary employees associated with temporary projects or temporary funding. A number of permanent posts which were covered by temporary employees are being appointed to on a permanent basis now that the recruitment moratorium has ended. This includes a number of Neighbourhood Officer positions within Housing. Currently the Housing structure is being reviewed and this will result in a revised structure based on a permanent complement of budgeted posts.

Workforce Age Profile:

Current Age Profile	No. of Employees	Age Profile in 3 Years	No. of Employees	Age Profile in 5 Years	No. of Employees
<16	0	<16	0	<16	0
16-20	45	16-20	3	16-20	0
21-25	99	21-25	83	21-25	45
26-30	108	26-30	104	26-30	99
31-35	96	31-35	96	31-35	108
36-40	124	36-40	113	36-40	96
41-45	175	41-45	134	41-45	124
46-50	231	46-50	195	46-50	175
51-55	219	51-55	246	51-55	231
56-60	145	56-60	193	56-60	219
61-65	77	61-65	114	61-65	145
66-70	9	66-70	43	66-70	77
>71	4	>71	8	>71	13

The age profile of our workforce creates a medium term challenge and risk. With c34% of the current workforce over 50 rising to c39% in 5 years, there is a need to consider measures to attract younger people into the service while managing the risks associated with an ageing workforce. This is however made more challenging in some areas due to lower turnover. The risk is greater at a senior management level, particularly within Policy, Improvement & Technology, HR & Business Transformation, Procurement & Housing Property and Governance where between 60-80% of senior management are over 46. As there is no mandatory retirement age it is difficult to predict when people may leave. There is however a challenge to minimise the risk of losing skills, knowledge and experience when people do leave.

Some areas such as Policy, Technology & Improvement, Business Support and Corporate Finance have a high level of part-time employment. This is reflective of the mainly female workforce within these areas who utilise the Council's Flexible Working Policies to balance carer responsibilities. There has however been some increase in flexible working arrangements within Procurement & Housing Property (which has a higher percentage of male workers) to assist with skills retention.

Workforce Turnover:

Turnover has been higher over the past 2 years due to voluntary severance and, in some areas, due to the increased use of temporary contracts. Budget decisions have facilitated voluntary severance requests over past years and this has brought about restructurings in some units. There is a need for a planned approach to severance to ensure that this does not impact on the ability to meet increased work demands. In some areas, eg Revenues & Benefits, the use of a number of seasonal posts to provide cover during the summer period impacts on the overall turnover figure.

Within Property & Asset and Housing, there is concern regarding employees leaving to join private sector employers or local housing associations and therefore a need for the Council's terms and conditions of employment to remain competitive.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Apr - Sep)
Average Headcount	1431	1473	1491	1455	1409	1334
Nos of Leavers	95	107	126	193	161	71
Turnover %	6.60%	7.30%	8.50%	13.30%	11.50%	5.30%

Absence Patterns:

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Absence %	4.80%	4.20%	4.70%	4.80%	4.65%	4.46%

Absence figures have remained under 5% over the last 5 years. This remains higher than the Council target of 4%. Most areas of the Service have absence below 4% however the Service average increases primarily due to higher absence in craft/ manual roles within the Property & Asset Section. A Human Resources Assistant is employed within this Section to assist managers to ensure that absence continues to be managed and monitoring implemented to minimise absence levels. In some areas it is felt that absence levels are impacted by having an ageing workforce. Reduction in the number of employees means that unplanned absence has a greater impact on service delivery. This is particularly noticed in smaller units.

Grade/Allowance Profile:

There are 320 different posts within the service reflecting the diverse range of functions carried out and a range of grades from B through to Chief Officer grade (Appendix 2).

The majority of people employed within the service are either occupied in a craft or manual role delivering a frontline service, within business support or in a technical or professional capacity.

Appendix 5.2 shows 83 management posts in grades K, L, M and N. This represents just over 6% of the total headcount. These posts are under continuous review both in the context of changes in the Service's structure and in the context of the corporate review of all K, L, M and N posts. In addition, there are two recently created Senior Service Manager posts at Grade O which are currently unfilled. One in Finance and one in Governance.

The relatively flat structure in some areas can inhibit prospects for progression within the Unit/Council with such future opportunities principally arising through staff turnover. This is a challenge and can present risks of staff leaving the Council with consequent loss of knowledge and experience to the service. Present budget cuts and threats to service provision (particularly in discretionary service areas) add to this risk. The Programme Management Office is being extended to support the evolving Council of the Future programme. Including three permanent and two temporary Programme Management Co-ordinator posts on Grade K, this team offers opportunities for succession planning/ promoted post opportunities. As a result this could assist with skills development and retention within the service/ council as a whole.

A summary of allowances paid across the Service is attached as Appendix 5.3. Car allowance is the predominant allowance paid which reflects the mobile nature of much of the workforce. Standby/ Call out payments primarily relate to out of hours emergency repairs within the Property and Asset Section and homeless services within Housing. Night time allowances reflect 24 hour cover required within Castings Hostel and the Contact Centre.

Summary of the overtime worked:

See Appendix 5.4 for the detail. Overtime spend has reduced over the last 3 years but continues to be used to action out of hours emergency repairs within BMD. Alternative options for meeting customer demand in this area are being considered. The majority of overtime within Housing is linked to maintaining statutory cover arrangements at the Castings.

Patterns of use of Casual and/or Agency workers:

The cost of casual employment within the Service has increased in the past 2 years. The table below shows casual hours worked and costs over the past 2 years. The majority of this spend on casual hours is within Customer First to assist with weather emergencies, service disruption and peak holiday periods. It is not anticipated that the number of casual hours in this area will change significantly. Castings Hostel also utilise both casual employees and agency workers to meet staffing gaps caused by sickness absence etc.

| 2014/15 | | 2015/16 | | 2016/17 | | 2017/18 (Apr-Oct) | |
Units	Cost	Units	Cost	Units	Cost	Units	Cost
16815.08	£139,487.89	27871.24	£233,980.08	26414.14	£231,503.22	15732.34	£138,774.78

Skill Profile:

Corporate & Housing Services has a varied skill profile which reflects the diversity of qualifications and experience needed for delivery of the service across each of the divisions. This includes a number of public facing roles including: Neighbourhood Officers, Benefits Officers, Debt Advice Officers, Multi Skilled Advisers, Registrars, Conflict Resolution Officers, Customer First Advisers Licensing Officers, and a variety of trades persons employed within Building Maintenance. There are also a number of employees who provide support to other Council services. This includes Business Support staff, Accountants, HR Business Partners, Internal Auditors, Procurement Advisers and ICT Support Engineers.

Reduction in numbers of employees and changes in ways of working in areas across the Council lead to a need to ensure that employees have the skills required to deliver an effective service in future. In a number of areas there is a change in focus from undertaking more specialist roles to undertaking wider roles and a consequent need for employees to have a broader range of skills.

Equality Profile:

Gender	Emp Count	%	Ethnicity	Emp Count	%	Disability	Emp Count	%
Male	613	46%	Asian Chinese	1	0.1%	No	905	67.9%
Female	719	54%	Asian Indian	1	0.1%	Yes	34	2.67%
			Asian Other	1	0.1%	Unknown	393	29.5%
			Asian Pakistani	8	0.6%			
			Black African	4	0.3%			
			Mixed	1	0.1%			
			White	1	0.1%			
			White English	23	1.7%			
			White Irish	7	0.5%			
			White Northern Irish	2	0.2%			
			White Other	12	1.1%			
			White Other British	1	.01%			
			White Scottish	1064	79.9%			
			White Welsh	1	0.1%			
			Unknown	203	15.2%			
Grand Total	**1332**	**100%**		**1332**	**100%**		**1332**	**100%**

It is clear that the workforce is a higher percentage of female employees, although this is reflective of the administrative type nature of a number of the posts within the Service (eg HR, Finance).

Work requires to be done to better understand the make up of Corporate & Housing in both Ethnicity and Disability, although employees cannot be forced to provide this information.

Location:

The Service operates across a wide number of locations. It main operating bases are Municipal Buildings and the Forum, with Property & Asset employees operating from Burnbank and Inchyra Deports. It is intended to roll out Hubs across the Council area during 2018 which will impact on Revenues & Benefits, Welfare Advice and Housing employees.

SECTION 3: CHALLENGES, CHANGES AND OPPORTUNITIES

Internal and external factors which may affect future service delivery in the Service over the next three to five years have been considered under the priority areas outlined in the Council's Corporate Plan.

- **People**

Budget Provision - Corporate & Housing Services has an employee expenses budget of approximately £49M per annum. It is recognised that over the next three to five years Corporate & Housing Services will be very different. Section 4 below outlines staffing implications of budget saving measures over the next 2 years. In addition to this we will put in place a challenging programme of review and reform that covers all our functions and spend over the next five years with resultant changes in employee roles and numbers. This

programme will seek to radically change what we do so we can achieve our priorities. At the same time we need to ensure that we are delivering effective and efficient services that our citizens and customers (both internal and external) value and at a cost the Council can afford.

Reducing the Impact of Poverty on Children, Young People and Families – Corporate & Housing Services has committed to tackling food poverty and the stigma of poverty. There is a commitment to increasing household income by assisting citizens to maximise benefits and to have access to affordable credit. The provision of outreach services within communities together with the ability to access multiple services and support from a single contact which meets citizens' needs and abilities are also key. Across the Council and partners, having a clear understanding of the level of income required to live and participate in society and how this relates to poverty and benefit levels is a key impact sought. Reducing the impact of fuel poverty by securing the maximum available funding to improve the energy efficiency of homes within the area, and supporting the development of a district heating strategy, is also a priority.

The roll out of Advice Hubs is integral to supporting this priority area. Hubs will also create opportunities for the development and progression of employees. There will however be some risks, such as the reduction in need for some types of posts. Once the Hub model is fully implemented there will be a need to review the structure of remaining service areas, including affected areas of Business Support. This will give the chance to design a service which is fit for the future and represents the best use of resources. It is a challenge for us to ensure that there is a balance of skills between Hub posts and the services where Hub posts are appointed from so that all services can continue to deliver to a high standard. The Hubs also require employees to be supported in developing skills relevant to the new ways of working which this model requires, such as enhanced "soft skills". There is also a need to ensure that appropriately skilled employees are in place within other divisions within the service, such as Housing and BMD, to support this priority area.

New Ways of Working - The increased used of new technology through implementation of the Council's Digital Strategy gives opportunities to improve access to services, communication and engagement with citizens through digital capability.

Training in new technology is a requirement across a number of areas of the service. Specific specialist systems development skills are required in the Pensions Section. These could be met either by recruitment to a newly defined role or by collaboration with existing staff within Revenues & Benefits. Applications for licensing will be on-line which will make the process more customer-focused and may reduce staffing requirements. This is not likely to be implemented until 2020.

A number of Corporate & Housing employees provide a support function to other Council areas. Implementing new ways of working and increased use of technology mean added pressure on service areas, such as ICT and HR whose role it is to support these changes with reducing staffing resources. The PMO team, referred to below, provides specific support to services on implementing change.

The volume of work within BMD is not anticipated to change significantly over the coming years. However, due to reductions in workforce numbers from natural turnover, combined with recruitment and retention difficulties, there is a need to redesign the service so that it is

more efficient. This will involved, for example, the use of mobile technology and more flexible working, such as home to work travel arrangements.

Sustainable Workforce – The flat nature of the service structure and lower salaries compared to competitor organisations can have a negative impact on our ability to retain employees. Combined with an ageing workforce, employees leaving through voluntary severance and temporary employment in some areas, there is the potential for loss of essential skills, knowledge and experience and reduced resources to meet increased work demands. Regular legislative changes, (eg GDPR) mean that there is an ongoing need for employees across the service to adapt and reprioritise workloads within limited resources. Governance will also review the operation of Printworks in light of a fall in demand for its services.

Council of the Future– Changing the way the Council operates is inherent in all of the changes noted above. In addition to the challenges already noted, there is a need to develop a workforce with the skills and ability to lead on implementing a change of organisational culture and new ways of working. The PMO team is expanding to 9 posts in total and provide support for projects across the Council. Many other areas of Corporate & Housing Services also need to support other Council services in areas such as: service redesign, communications, modernising industrial relations using a partnership model, strategic planning and management, workforce planning and financial strategy.

- **Place**

Area based Regeneration Strategies/ Grow the Economy – We are committed to the development and implementation of a locality planning structure to create community focussed and/ or led public services within a locality. In addition, we will work with local small to medium enterprises (SMEs) to maximise public sector procurement business opportunities with a view to increasing local SME employment and turnover. These priority areas would require enhanced level of skills to support the development of effective partnership working.

Improve the Neighbourhoods We Live In – We aim to increase housing supply by providing new and additional affordable housing. We will also invest in, and improve our housing and estates in order to improve housing and energy efficiency standards. There is a need to ensure that suitable employee resources, with appropriate technical/ property skills are available to meet the Council's commitments to manage the implementation of these projects. The Council agreed a c£50 million annual capital investment programme over the next 3 years, including new house building and commencement of a 10 year door and window replacement programme. The increased scale of the works planned will require additional staffing resource to ensure the delivery of the programme. The Housing structure is being reviewed with a view to having more employees directly delivering a service to our citizens.

Employee Accommodation – Generally there is concern about a lack of appropriate accommodation with the need for a clear plan to address this issue. Lack of space in the Municipal Buildings is a challenge. As is the ending of the rental lease at Callender Square which means that once all three Hubs are implemented, approximately 50 Revenues & Benefits employees will need to be accommodated in alternative work locations and/or through mobile/ flexible working.

- **Partnership**

Working with Communities to Deliver Better Services – It is a priority to improve services by systematically redesigning them from the point of view of the customer/ citizen. In improving outcomes deficits in local areas we aim to engage with local people to find solutions to issues within their communities. In doing so we need to understand the barriers people face in accessing services and take an inclusive approach to locality planning. We will also support our communities to understand and celebrate the diversity of those who live, work and visit the area. The impact sought being inclusive communities that welcome diversity and where differences are accepted.

Community Resilience – It is a priority that our area will be a safer place to live. We will further develop how we share information with partners to identify risks within our communities so improving responses to anti-social behaviour. We will work to increase the effectiveness of partner agencies to tackle issues such as antisocial behaviour, alcohol and drugs issues, hate crime and other emerging threats. We will also encourage our communities to participate in preparations for emergency events through community resilience. The impact sought being that our communities will be able to provide support to their neighbours when we no longer can. A related priority area is review of the approach taken to CCTV to seek to improve the feel of our town centres for those living, working and visiting in the area.

Collaborative Working – The Audit, Risk & Corporate Fraud Team client base has grown over the years to include the provision of services to Clackmannanshire Council and Central Scotland Valuation Joint Board. Support is also provided towards the provision of Internal Audit Services to both Falkirk and Clackmannanshire & Stirling Integration Joint Boards. The section needs to work towards becoming skilled in "assurance" services. Skills and experience will be developed to allow team members to work across the client base and across the three professions. There is scope for further growing this client base which would require additional employee resource financed by income generated. Pensions are currently working in a voluntary collaboration with Lothian Pension Fund. A structural review currently being undertaken by the Government could promote increased collaboration between funds or enforced mergers of some funds. The outcome of this review is likely within 12 months. If implemented the impact would most likely be on upper/ middle management levels with any savings being to the pension fund rather than employers.

SECTION 4: DEFINING FUTURE WORKFORCE REQUIREMENTS AND GAP ANALYSIS

The table at Appendix 5.5 shows anticipated employee savings over the next two years.

Further savings are likely to be identified for years 3-5 based on the review of services over the next five years.

Workforce Development Requirements:

- **Leadership / Management Development**

The 'Council of the Future' framework is to enable the delivery of the Council's ambitious programme of organisational, service and cultural change linked to its priorities and budget strategy. The Council aspires to be innovative, responsive, trusted and ambitious. To make this happen, it was recognised that fundamental changes were required in the way it works

at a strategic and operational level and that there would need to be a clear cultural change in the way we lead and manage this bold change programme.

The table attached as Appendix 5.6 highlights leadership development areas identified by service areas. Outwith job specific development areas, these leadership development needs are being met via the Council's 'Council of the Future' programme.

All Chief Officers and Service Unit Managers will attend quarterly Leadership Forums and provide and receive 360 degree feedback based on the values of the organisation. The 360 feedback will be carried out bi-annually. They will also attend OD workshops and develop their own Gold Standard action plan. This is a tailored personal action plan which will include feedback from the 360 and actions following the workshops. It is not presumed that each person would have the same development needs although there will be some common areas. Each person has to follow through with their plan in consultation with their line manager.

The workshops will be on the subjects of Change, Leadership & Vision, Recognition, Communication, Skills Development and Coaching. The workshops' content has been determined following feedback from the employee engagement and listening events carried out throughout the organisation.

General Development Areas

Each service was also asked to identify priority development areas for their wider workforce. These are summarised at Appendix 5.7. The following priority areas were identified, a number of which are supported by the results of the recent Employee Engagement Survey.

1. Dealing with Change – Corporate & Housing employees responding to the Employee Engagement Survey indicate that while 89.3% understand the need for change and 68.2% are aware of the "Council of the Future" programme, only 23% feel involved in the changes taking place and 53.3% are unsure what change means for Falkirk Council and would like to know more.

2. Team Working – Of Corporate & Housing respondents to the Employee Engagement Survey, 61.2% agree or strongly agree that their team has a good team spirit. Similarly 61.7% feel part of a team working towards shared goals. Managers identified that there is room for improvement in this area.

3. Customer Service – Reflecting changing requirements in how we interact with citizens and customers, customer service skills was identified as a priority development area for employees.

4. Technology/ Digital – There is an every increasing reliance on new technology to support new ways of working and of interacting with both internal and external customers. There is a need to ensure that employees are supported in developing and maintaining skills which meet future needs in this area.

5. Communication – This was not identified by managers as one of the top priority areas for employees. Responses to the Employee Engagement Survey from Corporate & Housing Services employees however indicate that they consider there is room for improvement in this area. Only 45.8% agree or strongly agree they are

well informed about matters affecting their work. Only 34.9% believe there are effective ways for them to feed back their views and 27.3% report that they feel the Council communicates well with employees. This is in comparison with 31% for the Council as a whole.

In addition there is a need to address specific skills requirements in order to future service requirements. We must therefore aim to:

- Ensure there are sufficient skills within the workforce, particularly below 50 years of age, to ensure succession planning. This includes considering ways of recruiting younger people into some areas of the organisation and finding ways of enabling them to develop the skills and experience which will be necessary in the organisation going forward. This could include more use of graduate/ trainee posts and Modern Apprenticeships/ trades apprenticeships, as well as providing support through leadership development, coaching and mentoring. Equally we need to find ways of sharing information to ensure that when older/ more experienced people leave the service their knowledge is not lost.

- Look at opportunities to redesign posts and re-train employees so that we are better able to meet changing service requirements within a smaller organisation. This will require there to be less specialist posts with employees being given the chance to develop a broader range of skills and knowledge. To do this we will consider opportunities to transfer skills and knowledge not only within, but also across, different service areas. Such an approach would lead to a more resilient service. It is recognised that there are some areas where specialist skills and knowledge will still be required (eg Housing, Revenues & Benefits). In such areas we must ensure that quality training and development programmes are in place.

- Ensure that employees are able to effectively contribute to the One Council agenda. So giving them the opportunity to develop skills which will support a more collaborative way of working both within the organisation. These skills will also support work with external partners. Also required will be project management skills and the ability to work, manage, and participate in cross-service/ cross organisation project teams.

- Identify the development needs of individual employees. We also aim to ensure that employees feel supported in meeting their full potential within the Council and feel that they are valued members of the organisation. Responses to the Employee Engagement Survey indicate that in the previous 12 months 47.6% of employees had an annual meeting to discuss their performance and development. Only 48.4% report having discussed and agreed a performance development plan within the same timeframe. We need to consider how we can improve in this area.

- Ensure that managers are equipped to drive forward the changes required within the service. Responses to the Employee Engagement Survey indicate that only 59% of employees agree or strongly agree that their line manager clearly outlines their tasks and priorities. Only 49.5% of respondents agree or strongly agree that their service area is well managed. As noted above the Council of the Future Leadership programme is meeting development needs in this area. In addition, in order to

support retention and succession planning there is a need to support leadership development for those working below service manager level.

Ways of Working

Mobile/ Flexible Arrangements - The Employee Engagement Survey indicated that only 44.1% of respondents agree they are encouraged to work in a mobile and flexible way. This approach is not appropriate for all posts within the service. There are however trials being carried out in some areas with a view to expanding the number of employees working in this way where it is relevant. Consideration could be given to the implementation of home based working (where the employee is based at home at least 90% of the working time) in some posts.

Review of Working Arrangements – A number of flexible working arrangements are in place within the service. We will continue to review these in consultation with internal and external customers, in order to ensure that we are delivering effective services which meet customer needs. In doing so we recognise the need to ensure that we are providing customers (particularly internal ones) with realistic advice on the support we are able to provide to them with available resources.

Options for reviewing working arrangements include the implementation of annualised hours to meet peaks in demand within Revenues & Benefits. Consideration could be given to implementing shift working, for example within Advice Hubs, to improve customer access to our services. Shift working could also be considered within BMD to assist in responding to emergency calls outwith core hours. Alternative working hours are also being considered in Housing to increase service flexibility and possibly reduce costs. Flexible retirement (with associated reduction in employees' working hours) is seen as a useful mechanism to enable employees to meet their requirements in terms of work-life balance while retaining skills. We could also consider term-time working where the duties of the post allow.

	Action	Description	Planned Outcome	Action Owner	Start Date	End Date
1	Review current equality statistical information held on Council workforce via Resourcelink	Encourage employees to provide equality information within MyView	Improve the information held and provide clearer management information to help with managing information available.	HR	April 2018	Oct 2018
2	Develop succession	Identify areas of future	Ensure that the service	COs/	April	March 2019/on

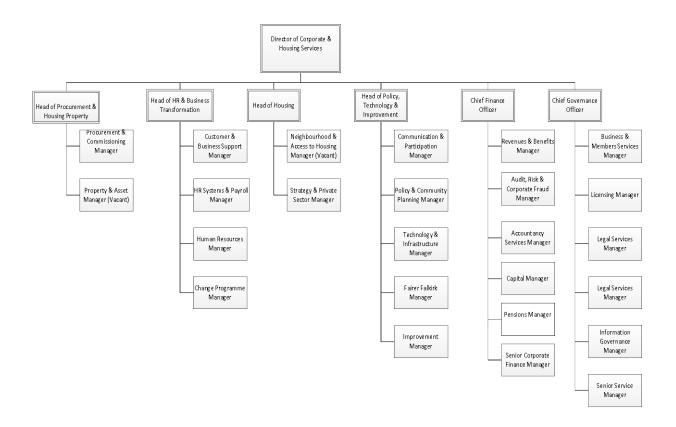|						
	planning across the service	skills shortage as a result of an ageing workforce and develop succession strategies, including reviewing trainee programmes.	develops a workforce which is fit for the future and increases the number of young people employed.	ETU/ HR	2018	going
3	Ensure a planned approach continues to be taken when considering applications for voluntary severance.	Continue to take account of implications for service delivery and the impact on remaining employees.	Ensure that where voluntary severance is granted arrangements are put in place to mitigate for the impact on remaining employees.	COs/ Service Managers/ TUs	April 2018	Ongoing
4	Ensure that the service's workforce achieves an appropriate balance between flexibility and retention of staff.	Review temporary contracts, ensuring sufficient flexibility remains where necessary.	Improved retention by improving employment stability where appropriate.	Service Managers/ HR	ongoing	April 2018/ ongoing
5	Review terms and conditions package to ensure this remains competitive.	Keep terms and conditions under review to ensure they remain competitive when compared to other	Recruitment/ retention of employees appropriately skilled employees.	COs/ HR/ TUs	April 2018	ongoing

		employers.				
6	Improve attendance levels across the service.	Undertake quarterly reviews of absence	Sickness levels meet the Council target of max 4% absence.	HR/COs/ Service Managers	ongoing	ongoing
		Ensure all managers have undertaken Absence Management training	Managers will consistently apply the Managing Sickness Absence Policy.			
7	Implement a programme of review and reform of service functions.	Carry out a review of service functions against agreed principles/ criteria, including consideration of alternative models of service delivery, shared services and partnership working.	Ensure that we are structured in such a way that we can deliver effective and efficient services that our internal and external customers value.	COs/ Service Managers/ HR/ TUs	April 2018	March 2022
8	Support increased mobile/ flexible working and facilitate the innovative use of new technology to deliver services more efficiently	Assess, and support development of, skills required to support revised models of service delivery	Employees are able to deliver effective services.	COs/ Service Managers/ HR	April 2018	March 2019

		through, eg through APDS process. Provide a plan of support for the 'people' aspect of the roll out of mobile flexible working. Ensure ICT have capacity to work in collaboration with services to address system issues.	Ensure employees/ managers are engaged in MFW and improve morale/ motivation of the workforce.			
	and to address concerns re: future employee accommodation.					
9	Develop leadership skills to ensure that managers can lead and implement change successfully.	Facilitate 360 degree feedback for all COs and Service Managers Design and deliver leadership training on techniques and behaviours in agreed areas.	Improve leadership and management across the service. Increased skillset across the service and support for the succession planning process	HR HR	ongoing ongoing	ongoing ongoing
10	Review and develop skills required across the service to support changes in ways of working.	Identify individual employees' development requirements through APDS process.	Employees will be able to provide an improved service and will have the skills to take forward future service	HR/ Service Managers	April 2018	March 2019/ ongoing

		requirements			
	Provide support in skills development as required.	Support employees in developing/ enhancing skills/ knowledge which will enable them to provide an effective service going forward.				
11	Improve communication and engagement across the service	Establish a working group to consider actions from staff engagement survey	Improved communication, team working and ability to deal with change across service/ Council.	COs/ all	Ongoing	March 2019

SECTION 6: EVALUATION AND REFRESH OF THE WORKFORCE PLAN

This Service Workforce Plan covers the period April 2018 – March however, it is considered a 'live' document and will be reviewed regularly against any changes to our Service delivery plans. The Service along with the corporate management team will be responsible for monitoring the plan.

Director of Corporate & Housing Services

- Head of Procurement & Housing Property
  - Procurement & Commissioning Manager
  - Property & Asset Manager (Vacant)
- Head of HR & Business Transformation
  - Customer & Business Support Manager
  - HR Systems & Payroll Manager
  - Human Resources Manager
  - Change Programme Manager
- Head of Housing
  - Neighbourhood & Access to Housing Manager (Vacant)
  - Strategy & Private Sector Manager
- Head of Policy, Technology & Improvement
  - Communication & Participation Manager
  - Policy & Community Planning Manager
  - Technology & Infrastructure Manager
  - Fairer Falkirk Manager
  - Improvement Manager
- Chief Finance Officer
  - Revenues & Benefits Manager
  - Audit, Risk & Corporate Fraud Manager
  - Accountancy Services Manager
  - Capital Manager
  - Pensions Manager
  - Senior Corporate Finance Manager
- Chief Governance Officer
  - Business & Members Services Manager
  - Licensing Manager
  - Legal Services Manager
  - Legal Services Manager
  - Information Governance Manager
  - Senior Service Manager

Grade	B	C	D	E	F	F- APP	G	G -APP	H	I	J	K	L	M	N	O	CO1	CO2	CO3	CO5
Head count of posts	3	279	179	56	420	31	92	3	106	49	44	48	12	16	6	2	1	2	3	1

Allowances

	2014/15		2015/16		2016/17		2017/18 (Apr-Oct)	
	Units	Amount	Units	Amount	Units	Amount	Units	Amount
APTC Contractual Overtime	791.4	£7,444.92	791.4	£7,548.84	791.4	£7,860.00	461.65	£4,620.64
Call - Out Allowance	0	£0.00	0	£23.66	0	£0.00	0	£0.00
Call Out (No Standby)	40	£722.92	54	£977.40	31	£561.10	43	£790.46
Call Out (On Standby)	1504	£19,774.18	967	£12,725.72	782	£10,291.12	444.5	£5,938.40
Car Mileage (Non-Taxable)	405150	£181,440.59	323226.9	£145,333.76	308142	£138,663.90	189118	£85,103.10
Car Mileage (Taxable)	1366	£394.03	51293	£23,081.85	62811	£28,264.95	20657	£9,295.65
Contractual Overtime	2287.92	£19,378.68	1876.22	£16,008.22	1507.76	£13,102.66	348.81	£3,058.12
Craft Standby - Saturday	5	£86.80	23	£401.88	33	£586.68	15	£267.54
Craft Standby - Sunday / PH	12	£283.92	30	£715.75	54.25	£1,312.51	22	£534.22
Craft Standby - Weekday	39.25	£320.28	122	£1,002.60	156	£1,302.72	79	£661.64
Craft Standby - Full Week	317	£25,932.47	300	£24,721.44	284	£23,820.70	169	£14,248.86
Craft Standby - PH in Full Week	54	£831.60	55	£853.80	47	£739.44	17	£268.88
First Aid Allowance	0	£14,183.12	0	£13,471.45	0	£13,855.97	0	£7,175.80
Night Allowance	180	£538.11	82.5	£254.95	1720	£5,404.27	1045.5	£3,426.17
Night Work Allowance (Night Shift Allow)	15929.98	£49,005.27	15548.52	£48,674.32	14613.1	£45,921.92	7211.58	£22,561.05
Out of Hours (Contractual)	537.16	£4,424.60	509.34	£4,242.79	432.32	£3,674.82	285.89	£2,366.54
Out of Hours (Unsocial Hours)	1307.22	£2,633.74	801.25	£1,610.68	1119.45	£2,411.86	725.75	£1,561.74
SJC Standby - Saturday	98	£1,710.02	72	£1,265.12	60	£1,073.70	30	£539.64
SJC Standby - Sunday / PH	116	£2,758.84	86	£2,060.62	71	£1,730.71	41	£1,004.41
SJC Standby - Weekday	488	£4,003.04	349	£2,881.85	311.5	£2,617.52	161	£1,359.21
SJC Standby - Full Week	253.5	£20,869.47	188	£15,595.96	160	£13,505.12	90	£7,632.54
SJC Standby - PH in Full Week	13	£200.98	20	£311.96	19	£300.19	6	£95.42
Standby	0	£1,821.16	0	£2,992.40	0	£3,183.36	0	£2,031.12
Grand Total	430489.43	£358,758.74	396395.13	£326,757.02	393145.78	£320,185.22	220971.68	£174,541.15

Overtime

	2014/15		2015/16		2016/17		2017/18 (Apr-Oct)	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Additional Payment	0.00	£0.00	0.00	£250.00	0.00	£0.00	0.00	£0.00
Call Out Overtime @ Double	566.50	£13,863.84	537.75	£13,355.60	418.75	£10,523.38	179.75	£4,511.46
Call Out Overtime @ Time/Half	16,264.88	£297,600.84	16,527.96	£306,389.16	15,493.62	£292,733.74	8,900.87	£169,143.15
Overtime @ Single Rate	186.22	£2,555.28	1,982.72	£19,618.77	1,439.49	£14,655.85	872.67	£10,076.23
Overtime @ Time/Half	19,646.44	£334,654.01	15,728.44	£274,629.63	13,552.82	£243,469.29	5,922.41	£108,957.95
Overtime On Public Holiday	754.68	£17,281.06	579.84	£12,253.54	614.20	£13,795.07	321.83	£7,705.76
P/T Additional Hours	8,894.42	£86,544.70	4,559.15	£44,408.39	4,468.25	£41,467.55	2,857.62	£26,877.69
Temporary Overtime (Double)	14.50	£2.80	9.00	£56.70	16.00	£95.60	8.00	£48.14
Temporary Overtime (Time / Half)	515.50	£847.23	327.50	£652.64	625.50	£869.00	267.50	£702.84
Grand Total	**46843.14**	**£753,349.76**	**40252.36**	**£671,614.43**	**36628.63**	**£617,609.48**	**19330.65**	**£328,023.22**

Defining Future Workforce Requirements and Gap Analysis

Service Area	Position Title	Headcount Increase/ Decrease (+/-)			Cost/ Saving			Comment
		Year 1	Year 3	Year 5	Year 1	Year 3	Year 5	
Corporate Finance								
Revenues & Benefit	Local Management/ cash collection	-.4			-.£140k			
Audit, Risk & Corporate Fraud	Internal Audit Assistant (x1)	Currently vacant	Post likely to be filled	Post likely to be filled				The need to ensure a continued level of service provision, and the potential for growing the team's client base (and for generating income, building on the £90k income generated via JWA with Clackmannanshire Council) is under constant review, and the team needs to be ready to act as and when opportunities arise. We have one vacant Internal Audit Assistant post – this would be filled on a temporary basis to deal with any short term changes in workload, and on a longer term basis should additional client work be secured. Equally, this provides an option should an existing team member leave or be absent for any reason.

Department	Post							Notes
Legal Services	Temporary Solicitor	-1			46k			
Business & Members Services	Trainee Solicitor				32k			
Licensing	Licensing Assistant		-1					
HR	General	-1.5	-1.5	-1.5	-£40k	-£40k	-£40k	No specific post identified. Reduction due to anticipated reducing budget. Additional posts required for absence pilot and for job evaluation exercise
Customer & Business Support	Clerical/admin	-18	-18	-9	-£450k	-£450k	-£225k	
PMO	Project Support Officer	+1			+£40k			
	Programme Management Co-ordinator		-1			+£50k		
	Extended Project Resource – specialist	+5			+250k			

	secondments							
Housing		-	-	-	-	-	-	No changes anticipated, backfilling of vacancies arising from turnover to take place, maintaining headcount in line with current numbers. Housing restructure may impact on mix of post types, but not overall headcount numbers.
Procureme nt & Commissio ning	Procurement Advisor	-1			-£50k			Staffing reduction met via non-filling of vacant post. We are reviewing all procedures and investigating the use of technology to improve the efficiency of our work to reduce burdens on the remaining staff team.
Property Asset	All trades	-10 (est)	-30 (est)	-50 (est)	0	0	0	Estimate of reduction based on historic turnover. Figures are a cumulative reduction over 5 year period i.e.: average of c10 employees per annum. Potential to be higher due to retirement and difficulties with recruitment/retention. No savings assumed, as workload is not anticipated to change and work will therefore require to be contracted. Savings may arise from contracting, however not possible to estimate.
Improveme nt Unit		-	-	-	-	-	-	current staffing level is significantly lower than comparable business improvement units in other comparable public services. The unit is prioritising projects to ensure maximum business benefits are achieved from projects however it has unfortunately been unable to take forward all projects due to the reduced staffing levels. Any further reduction will have a serious effect on some of the key projects required to maximise Council budget savings.
Policy &	Vacant posts	-4			-£120k			target of £120,000 has been identified over the next two years,

Community Planning	Funding Support Officer		-1			-£30k		but further savings and likely reductions in staff numbers will be required in years 3-5. The proposals outlined will be dependant on a capacity assessment on the work priorities and workload placed on the unit, linked to the commentary in section 1.
	Corporate Policy Officer			-1			-£40k	
Fairer Falkirk		-	-	-	-	-	-	Nil
Tech & Infrastructure		-	-	-	-	-	-	Increase in demand for ICT Services without a corresponding increase in headcount places a strain on Service Delivery. Projects will be delayed or cancelled and quality of work can decrease depending on time constraints. Increased demand can be internal within the Council – or from partners such as the Community Trust or as a result of joint initiatives such as HSCI. There is a significant increased demand for ICT Services from things like the new Cyber Essentials (Cyber Security) accreditation which is now mandated to Scottish public bodies.

WORKFORCE DEVELOPMENT REQUIREMENTS – LEADERSHIP/ MANAGEMENT DEVELOPMENT

The table below highlights leadership development areas identified by Service areas

	Revenues & Benefits		Audit, Risk and Corporate Fraud		Business & Members Services		Licensing	
	Ranking	Priority	Ranking	Priority	Ranking	Priority	Ranking	Priority
Leadership and Vision	1	Immediate	2	Immediate			2	Immediate
Recognition								
Leading Change			1	Immediate	2	Immediate		
Skills Development including, for example, project management, financial awareness	2	Within 12 months			3	Immediate		
Communication	3	Within 12 months						
Coaching							3	Immediate
Job specific / technical / professional			3	Immediate	1	Immediate	1	Immediate

	HR		Customer & Business Support		Payroll		PMO	
	Ranking	Priority	Ranking	Priority	Ranking	Priority	Ranking	Priority
Leadership and Vision	2	Leadership Forum					2	Immediate
Recognition								
Leading Change	1	Leadership Forum	1	Immediate			1	Immediate
Skills Development including, for example, project management, financial awareness			2	Immediate				
Communication			3	Immediate			3	Immediate
Coaching	3	Leadership Forum						
Job specific / technical / professional								

	Procurement & Commissioning		Property Asset		Housing	
	Ranking	Priority	Ranking	Priority	Ranking	Priority
Leadership and Vision						
Recognition						
Leading Change	1	12 months	1	12 months	1	12 months
Skills Development including, for example, project management, financial awareness						
Communication	3	1-3 years	3	12 months	3	12 months
Coaching			2	12 months	2	12 months
Job specific / technical / professional	2	1-3 years				

	Improvement Unit		Policy & Community Planning		Fairer Falkirk		Tech & Infrastructure	
	Ranking	Priority	Ranking	Priority	Ranking	Priority	Ranking	Priority
Leadership and Vision			1	12 months	1	Immediate	1	Immediate
Recognition								
Leading Change	1	12 months			2	Immediate	2	Immediate
Skills Development including, for example, project management, financial awareness			2	Immediate				
Communication	2	Immediate						
Coaching								
Job specific / technical / professional	3	1-3 years	3	Immediate	3	Immediate	3	Immediate

WORKFORCE DEVELOPMENT REQUIREMENTS – CURRENT WORKFORCE

	Revenues & Benefits		Audit, Risk and Corporate Fraud		Legal Services		Licensing	
	Ranking	Priority	Ranking	Priority	Ranking	Priority	Ranking	Priority
Communication (both written and verbal)	2	12 months						
Customer Service								
Dealing with Change	1	12 months	1	Immediate	1	Immediate		
Team-working					2	Immediate		
Organisational and time management							3	1-3 years
Technology / digital	3	12 months	2	Immediate	3	12 months		
Problem-solving								
Numeracy								
Job specific / technical / professional			3	Ongoing			1	Immediate
Other (if other, please provide details below)							2 - how Heads of Service, Directors, and elected Members see the world, and how Officers can meet their expectations.	12 months

	Housing		Procurement & Commissioning		Property Asset	
	Ranking	Priority	Ranking	Priority	Ranking	Priority
Communication (both written and verbal)	3	12 months	3	1-3 years	3	1-3 years
Customer Service	1	12 months			1	12 months
Dealing with Change			2	1-3 years	2	1-3 years
Team-working						
Organisational and time management						
Technology / digital						
Problem-solving						
Numeracy						
Job specific / technical / professional	2	12 months	1	1-3 years		
Other (if other, please provide details below)						

	HR		Customer & Business Support		Payroll		PMO	
	Ranking	Priority	Ranking	Priority	Ranking	Priority	Ranking	Priority
Communication (both written and verbal)								
Customer Service			2	Immediate				
Dealing with Change	1	12 months	1	Immediate				
Team-working								
Organisational and time management								
Technology / digital			3	Immediate			1	Immediate
Problem-solving								
Numeracy								
Job specific / technical / professional	2	1-3 years					2	Immediate
Other (if other, please provide details below)	3 – working with partners	1-3 years					3 – organisational knowledge	12 months

	Improvement Unit		Policy & Community Planning		Fairer Falkirk		Tech & Infrastructure	
	Ranking	Priority	Ranking	Priority	Ranking	Priority	Ranking	Priority
Leadership and Vision			1	12 months	1	Immediate	1	Immediate
Recognition								
Leading Change	1	12 months			2	Immediate	2	Immediate
Skills Development including, for example, project management, financial awareness			2	Immediate				
Communication	2	Immediate						
Coaching								
Job specific / technical / professional	3	1-3 years	3	Immediate	3	Immediate	3	Immediate
Other *(if other, please provide details below)*								

DEVELOPMENT SERVICES WORKFORCE PLAN 2018-22

Date	Contact Officer	Version Number	Approved by
24/1/18	K Docherty	1	
09/02/18	K Docherty	2	
16/02/18	K Docherty	3	
12/3/18	K Docherty	4	

SECTION 1: WORKFORCE PLAN FOR DEVELOPMENT SERVICES

This Workforce Plan will cover Development Services.

Development Services purpose is to contribute to safeguarding, developing and promoting our communities, the local economy and our environment. We aim to ensure that we meet the priorities and outcomes in our community partnership's SOLD Plan and the Council's Corporate Plan.

We continue to review the services our customers need and want to ensure they are fit for purpose, efficient and effective. We do this by engaging our staff, reviewing and improving processes and procedures, and challenging decisions. Our customers range from communities, citizens and businesses to elected members and employees.

The principal functions and services the Service delivers both internally and externally are noted below:

Design, Roads & Transport	Environmental Services
• Roads – Statutory, maintenance and operational services • Grounds – Maintenance & operational services • Building Design • Facilities Management • Climate Change • Roads & Bridges – Design and Maintenance • Network • Flood Risk Management • Street Lighting – Design & Maintenance • Transport Planning (Council wide)	• waste strategy • refuse collection • street cleansing • environmental health • waste treatment and disposal • trading standards • community safety • fleet services • food safety
Planning & Economic Development	**Emergency Planning**
• land use planning • development management • building standards; • environmental planning • growth and investment • development • asset management • employment & training	• civil contingencies • business continuity management

A service structure chart is shown at Appendix 6.1.

In developing this Workforce Plan the following documents and data were considered:

- Corporate Plan
- Development Service Plan 2017-22
- Strategic Outcomes and Local Delivery Plan (SOLD)
- workforce profiling information as provided by the Management Information Team
- budget information or proposed savings plans for Development Services,

- relevant population demographics/ trends
- employee survey results
- legislation including:
    - The Seatbelts on School Transport (Scotland) Bill;
    - The Burial and Cremation (Scotland) Act 2016;
    - The Bus Services Bill 2018;
    - Decriminalised Parking Enforcement;
    - The Code of Practice for Litter and Refuse (COPLAR) national review;
    - The new Code of Practice for Roads & Lighting;
    - The National Planning Review;
    - The review of the National Transport Strategy;
    - The Cleaner Air for Scotland (CAFS) Strategy
    - Service related strategies and plans including
        - Local Development Plan
        - Economic Strategy
        - Tourism Strategy
        - Employability action plan
        - Zero Waste strategy
    - Council of the Future Framework

This workforce plan was developed via a facilitated workshop involving the Service's senior management, managers, HR, the PMO team. Relevant trade unions have been consulted in the development of this plan.

This Plan covers the period from April 2018 – March 2022 and will be reviewed as outlined in Section 6.

This plan has been approved by …………………………..

SECTION 2: ASSESSMENT OF CURRENT WORKFORCE

The following information provides a summary of the current workforce for Development Services

Workforce Summary:

FTE:	691.83	Headcount:	781
Full-time FTE:	89.6%	Part-time FTE:	10.4%
Permanent:	81.2%	Temporary:	18.8%

There has been a c7% increase in staffing within the Service since last year. This is largely attributable to an extra 90 (28FTE) transport planning staff, transferred from Children's Services. The Transport Planning Unit are also responsible for a further c20 voluntary drivers.

Almost 19% of the workforce is currently employed on a temporary contract. This is an increase from 17% last year. A number of these additional temporary staff are transport planning staff transferred from Children's Services. Such temporary contracts are appropriate as we await further clarity on national policy which will help determine future need.

In other areas of the Service, some temporary posts are linked to external funding or, in the case of Waste, temporary additional internal funding. The manual workforce has a number

of temporary posts to give flexibility, allowing the team to be sized according to the time of year and the fluctuating nature of the roads and grounds maintenance workload.

The Council's previous restrictions on permanent appointments to allow flexibility reflecting the current budget position and longer term uncertainties around external funding has been reviewed. This approach was impacting on how we attract and retain staff with the appropriate skills and expertise to meet work demands. A review of temporary contracts is being undertaken across the Service.

Workforce Age Profile:

Current Age Profile	No. of Employees	Age Profile in 3 Years	No. of Employees	Age Profile in 5 Years	No. of Employees
<16	0	<16	0	<16	0
16-20	10	16-20	0	16-20	0
21-25	27	21-25	18	21-25	10
26-30	52	26-30	41	26-30	27
31-35	32	31-35	40	31-35	52
36-40	56	36-40	52	36-40	32
41-45	79	41-45	49	41-45	56
46-50	121	46-50	91	46-50	79
51-55	174	51-55	152	51-55	121
56-60	132	56-60	173	56-60	174
61-65	64	61-65	99	61-65	132
66-70	20	66-70	41	66-70	64
>71	14	>71	25	>71	34

The age profile of our workforce, although broadly reflective of the organisation, creates a medium term challenge and risk. The profile is partly skewed by the school crossing patrols who tend to be retired people and over the age of 65. With c52% of the current workforce over 50 and less than 16% below age 36, there is a need to consider measures to attract younger people into the service while managing the risks associated with an aging workforce.

Succession planning across all areas is an issue with a high percentage of managers expected to be able to retire in the coming 18 months.

We have a wealth of experience and knowledge within our workforce and must ensure that this not lost. If significant numbers of experienced employees were to leave over a 5 year period this would create a high risk to service delivery. There is no agreed retirement date therefore it is difficult to truly predict when individuals will decide to move on or retire. The

service has several employees benefitting from flexible retirement. Flexible retirement allows the organisation to maintain skills and experience whilst at the same time offer new employees or younger employees an opportunity to learn and work alongside experienced employees.

The professional apprenticeship 4 year Trainee programme within Design, Roads & Transport is very successful with individuals being recruited to vacant permanent posts after 4 years and in some cases on to secure promoted posts. However, within Waste Services, recruitment via ETU programmes has taken place in the past to a casual pool with view to recruiting to substantive posts as these become available but this has been hampered by low levels of turnover. Similar issues have arisen within Fleet Services with no posts being available at the end of training apprenticeship periods. Consideration should be given to a review of divisional structures across the Services and also a review of the apprenticeship programme, particularly in light of budget pressures facing ETU.

Workforce Turnover:

Turnover has varied over the years as shown below but reached its highest level (14%) in 2015/16. Issues causing turnover to increase include external competition, voluntary severances, ending of short term external funding and consequently the ending of fixed term contracts.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (to Sept)
Average Headcount	814	813	799	758	730	736
Nos of Leavers	53	70	78	107	90	32
Turnover %	**6.5%**	**8.6%**	**9.76%**	**14%**	**12.3%**	**4.3%**

Budget decisions have facilitated voluntary severance requests over past years and this has brought about restructurings in some units. Previous Council restrictions on permanent recruitment resulted in the increased use of temporary contracts creating uncertainties and making it difficult to secure and retain experienced staff, particularly within professional posts.

Difficulties have been experienced in recruiting to the following posts:

• LGV Drivers
• Mechanics
• Fleet professionals
• Waste professionals
• Chartered Surveyors
• Economic Development Officers
• Quantity Surveying disciplines
• Clerk of Works
• Architectural Technicians
• M&E Engineering disciplines

The removal of the recruitment moratorium, allowing recruitment on a permanent basis may help improve the quality of applicants for all posts. Some service areas have already recognised business critical roles and accelerated recruitment where necessary.

Absence Patterns:

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (to Nov)
Absence %	**5%**	**5%**	**4.8%**	**5.4%**	**5.3%**	**4.8%**

Absence figures have remained c5% over the last 5 years. This is higher than the Council target of 4% and the current Council average and reflects the significant proportion of manual staff within the service.

Due to the nature of their roles, manual employees tend to sustain work related physical injuries which can be long term and although not necessarily serious in nature will restrict a manual worker's ability to perform their daily duties. Increased absence is likely to be an outcome of an aging workforce. These long term absences have a major impact on absence percentages. It is important that absences continue to be managed and where necessary monitoring instigated to ensure, as far as possible, absence levels reduce.

All managers have attended relevant training and absence issues are reported and discussed at monthly meetings with heads of service and with managers, and relevant actions taken.

Issues of mental wellbeing are on the increase and are an issue for the workforce in general. Stress risk assessments are undertaken where work related stress is cited as reason for absence. Further work is necessary to understand issues of stress and mitigate its effects for the workforce.

Grade/Allowance Profile:

There are 226 different posts within the Service reflecting the diverse range of functions carried out and a range of grades from B through to Chief Officer grade (Appendix 6.2).

The majority of people employed within the service are either occupied in a manual role delivering a frontline service such as a roadworker, school crossing patrol, waste operative or driver, or they are supporting frontline service delivery in a technical or professional or supervisory role graded F to J.

Appendix 6.2 shows 51 management posts in grades K, L, M and N. This is two more than last year and represents 6.53% of the total workforce. These posts are under continuous review both in the context of changes in the Service's structure and in the context of the corporate review of all K, L, M and N posts. This has resulted in the differentiation between Grade L and K roles being more clearly defined.

The relatively flat structure within the Service can, in some areas, inhibit further training ambition and prospects for progression within the Unit/Council with such future opportunities principally arising through staff turnover. This is a challenge and can present risks of staff leaving the Council with consequent loss of knowledge and experience to the service. Present budget cuts and threats to service provision (particularly in discretionary service areas) add to this risk.

Recruitment difficulties are considered to be partly due to the specification of qualification/grade. Salaries are, in some instances, not considered to be competitive with private sector and other local authorities which makes it difficult to retain staff.

There are a number of issues relating to the consistency of grading across the service and more widely in the Council, including the delineation of supervisory duties (between levels J-L) and lack of access level grades (e.g. graduate entry or trainee positions) which might help attract a younger workforce.

A summary of allowances paid across the Services is attached as appendix 6.3. Predominant allowances paid are linked to car mileage reflecting the mobile nature of the workforce and standby/ call-out allowances. It is anticipated that mileage should reduce with increased mobile/ flexible working across the Service although this will be dependant upon appropriate IT equipment / solutions being in place and a higher level of pool cars.

Summary of the overtime worked:

See Appendix 6.4 for the detail. Overtime spend has reduced over the last 3 years but continues to be used to deliver services mainly in Roads, Fleet, Street Cleaning and Waste Services.

The bulk of Roads overtime is used for out of hours repairs and standby arrangements or public holiday working at the request of service users. The unpredictable nature of the demand on Road Services due to the impact of weather on workload necessitates flexibility from the workforce. Overtime continues to be managed. A number of alternative working models have been developed and some areas operate 5 days over 7 working patterns but with demands/workload, employees are working 6 day weeks. An increase in FTE is not considered sustainable due to peaks/troughs in workload, although could be further reviewed as work is continuing to increase.

A service review is being undertaken within Bereavement Services which is likely to reduce overtime within this area and will require alternative working models to apply..

The bulk of waste overtime spend is the payment of 5 hours overtime per week to waste collection staff. Following legal advice regarding this representing a low to medium risk to the Council in terms of equal pay, this overtime has been offered on a voluntary basis only as a transitional arrangement prior to a review of the refuse collection service. This requires to be reviewed as part of a review of working arrangements within Refuse Collection. Waste posts are also currently being considered as part of the ongoing job evaluation review being undertaken across the Council.

Patterns of use of Casual and/or Agency workers:

The cost of casual employment within the Service increased last year. The table below shows casual hours worked and costs over the past 3 years. The majority of this spend on casual hours is within transport planning to support national census/survey information and Waste Services where this is key to front line service delivery.

2014/15		2015/16		2016/17		2017/18 (Apr - Oct)	
Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
36473.99	£300,400.28	32331.02	£266,034.28	47394.08	£404,769.35	26189.89	£223,426.61

Agency workers/ Consultants

Agency workers are used where this is necessary to maintain frontline service delivery e.g. waste or consultants used to deliver projects due to particular skills/ experience being required which are not currently available in-house.

Skill Profile:

Development Services has a varied skill profile which reflects the diversity of qualifications and experience needed for delivery of the service across each of the divisions. Professions include architects, landscape designers, horticulturalists, engineers, planners and surveyors,

as well as building standards, trading standards, environmental health, economic development and employment and training officers. They are supported by technical officers with specialist knowledge and qualifications.

The essential frontline services are delivered by a range of people including gardeners, crematorium technicians, grave diggers, drivers, mechanics, waste officers, community safety officers, street cleaners, school crossing patrols and passenger assistants. They are the public face of the service and often the first point of contact for a member of the public.

Skills and knowledge are maintained and developed across this diverse workforce in a variety of ways including;

• toolbox talks,
• lunchtime CPD seminars,
• half day and one day courses
• conferences,
• Institute of Leadership and Management (ILM) Management Training up to and including Diploma level
• Masters degree level of development supported.
• Bespoke training is also arranged as appropriate and we also host training with other partners to minimise costs.
• The Council's online learning, OLLE, is promoted within the Service including to non-office based staff.
• Training on dealing with people with disabilities, experiencing bereavement or dealing with difficult customers
• report writing skills and other generic training as offered by Falkirk Council.

Equality Profile:

Gender	Emp Count	%		Ethnicity	Emp Count	%		Disability	Emp Count	%
Male	572	73.2%		White Scottish	610	78.1%		No	473	60.6%
								Yes	13	1.7%
Female	209	26.8%		Unknown	111	14.2%				
				White English	29	3.7%		Unknown	295	37.8%
				White Other	12	1.5%				
				White Irish	7	0.9%				
				White Northern Irish	1	0.1%				
				White Welsh	4	0.5%				
				Asian Pakistani	2	0.3%				
				White Other British	2	0.3%				
				Black African	1	0.1%				
				Black Other	1	0.1%				
				Mixed	1	0.1%				
Grand Total	781	100%			781	100%			781	100%

The Development Services workforce is male dominated reflecting the nature of the professions and the large manual workforce. The gender split could be seen to reflect gender stereotypes about employment for men and women. There is a continuing need to promote roles in ways that appeal equally to males and females and to ensure there is career progression. Some areas are seeing a move away from gender segregation e.g. more females on courses for architects and 2/4 jobs recently advertised filled by females. A better understanding of the make-up of the service in terms of ethnicity and disability would

be helpful and, while employees cannot be compelled to provide this information this would assist promotion of a more ethnically diverse workforce. All recruitment reflects equality requirements and complies with Council policy.

Location:

The Service operates across the following principal sites

- Abbotsford House (Service headquarters)
- Grangemouth Municipal Chambers (Employment and Training Unit)
- Falkirk Community Stadium (Growth & Investment Unit)
- Earls' Road Depot (Roads Services)
- Dalgrain depot (Waste and Fleet Services)
- Household Waste Recycling Centres at Roughmute and Kinneil Kerse
- Kinneil Nursery
- Meeks Road car park

In addition transport planning staff including school crossing patrols are based at the school or day centre where they work.

SECTION 3: CHALLENGES, CHANGES AND OPPORTUNITIES

Internal and external factors which may affect future service delivery in the Service, over the next three to five years, have been considered below under the priority areas outlined in the Council's Corporate Plan:

- **PEOPLE**

Budget Provision - Development Services currently has a revenue budget of approximately £29 million per annum with an additional £14 million capital spend on improving our towns, open spaces and infrastructure. Given national budget pressures, we anticipate that our service budget will reduce significantly, undoubtedly resulting in a smaller workforce across the Service.

It is recognised that, over the next five years, Development Services will be very different. Section 4 below outlines potential staffing implications of current budget saving proposals to Council over the next 2 years including grounds maintenance, waste collection and disposal and community safety. In addition to this, we will put in place a challenging programme of review and reform that covers all our functions and spend over the next five years. This programme will seek to radically change what we do so we can achieve our priorities. At the same time we must ensure we are delivering effective and efficient services that our citizens and customers value and importantly at a cost the Council can afford.

Many areas of the Service are reliant on external funding e.g. Scottish Government, European funding which, if removed or reduced, would impact directly on staffing numbers and service delivery.

Sustainable Workforce – The flat nature of the service structure can have negative impact on our ability to recruit and retain suitably qualified employees. This together with an aging workforce presents the risk of staff leaving the Council with consequent loss of knowledge and experience to the service. Present budget cuts and threats to service provision (particularly in discretionary service areas) further add to this risk. To address this, there is a

need to consider succession planning including growing our own workforce through promotion of current trainee / apprenticeship programmes, service/ job redesign and consistent use of the APDS scheme to identify and address individual development needs.

Growing Population in Falkirk – The growing and ageing population continues to create pressures that impact on a wide range of services. Changes such as the attraction of new migrant households, phasing in of the higher retirement age and welfare reform are resulting in additional work demands and pressures for working age residents seeking employment. This adds to service pressures and makes it more difficult for school leavers, young people and those who are longer term unemployed to access work. This present challenges for services in meeting these added demands e.g. in our employment and training programmes to enable access to the workplace.

Waste Collection currently operates with optimum staffing levels. If there was an increase in house building in the area, this would require additional crews (each involving 3 FTEs). Consideration needs to be given to including provision for the added demands of population growth within the service planning process.

Social Housing Policy – The national impetus for an increase in social housing has a significant impact on design teams. The expectation is that this will require an increase of 4/6 architects/surveyors over the next 5 years.

Early Years Expansion - the Scottish Government's Early Years Expansion Programme places further pressure on the design team to support increased accommodation requirements and an additional 5 posts may be required to support this programme. ETU is working with Childrens Services in the design of programmes to attract additional early years workers.

Transport Strategy – Transport Scotland is reviewing and will be publishing an updated National Transport Strategy which will outline the transport vision for Scotland in the coming years. At this point in time it is difficult to predict the challenges, changes and opportunities it will present for the Transport Planning Team. Transport Scotland are also undertaking consultations on changes to bus services and travel concessions in Scotland and, again, it is not possible to explore the impact of these changes until the results of the consultations and draft legislation is published.

Cole Report - The Cole Report was commissioned by the Chief Executive of The City of Edinburgh Council following school closures brought about by discovery of serious building defects. This report made specific recommendations re inspection staff and building control. Implications for Falkirk are not clear at present but likely to result in an increase FTE requirement.

New Technology - We are increasingly using digital technology and social media to engage with our citizens as this enables us to provide them with information through multiple communication media and in a more interactive way. This presents opportunities to engage with our citizens in a way that is more flexible, cost effective and better aligned to the ways in which our customers want to engage with us. We are investing in some of the key systems we use to manage the services we provide to customers; e.g. in enabling use of IT 'in the field', in changing our waste management system to make this more flexible and upgrading the system we use within our environmental health service, such as pest control and

abandoned cars. Our Service will develop solutions that allow customers to access information directly through our website using the Council's 'My Falkirk' customer portal.

In line with the 'Council of the Future' Rock Solid Technology theme, we will make the best use of information and communications technology (ICT) to support the delivery of secure and cost effective digital services. In order to continue to progress and develop new technical solutions an element of skills transference and upskilling is required. Issues such as digital filing, teleconferencing, use of mobile devices and the implementation of new external and internal systems will need to be addressed within 1-3 years.

- **PLACE**

Parking Enforcement - The Road Traffic Act 1991 allows local authorities to formally make an application to the Scottish Government to allow Scottish Ministers to make a Designation Order which decriminalises parking enforcement across the whole of a local authority area. This would require an increase of 2.5 FTE with effect from Autumn 2018. This would necessitate a review of existing job roles since the expanding role would require parking attendant staff to lone work and to operate handheld equipment.

Strategic Property Review – The Service has lead responsibility for this and will be required to support and facilitate a c50% reduction in buildings. This is likely to place demands on the workforce and there is potential need for additional FTEs. However, it is recognised that behavioural change is required to enable employees to work differently. The review also considers the potential for Community Asset Transfer for surplus Council properties and there is an emerging need for staff to support this work.

Growth - Development Services has a key role to play in delivering the growth that is anticipated across the Falkirk area. This involves the attraction of new investment in the area's housing, economy, environment and transport and will create opportunities for staff to apply their skills in ways which maximise the investment opportunities while safeguarding standards of amenity and improving quality of life.

For example, we will look to grow our economy by promoting the Falkirk/Grangemouth Investment Zone to upgrade infrastructure and attract new businesses. This is likely to require a dedicated team due to resource capacity issues for delivery. This will, however, be dependent on Scottish Government funding.

Impact of Budget Proposals– Proposed reductions have the potential to have a detrimental impact on frontline service delivery impacting on the local environment e.g. street cleansing and grounds maintenance. Initiatives to address this will include engagement with the voluntary sector and communication and engagement with local businesses to encourage them to be more responsible for their own areas.

- **PARTNERSHIP**

Climate Change Agenda – this provides a wider range of responsibilities across sectors with local authorities responsible for co-ordinating strategies. It is likely that we will need to provide more strategic advice and work collaboratively with other local authorities. At present it is difficult to be clear on impact but it is likely require an increase in our existing team or reshaping existing support in this area.

Roads Collaboration/ Shared Services - Legislation regarding Roads Collaboration is not imminent and is likely to have only a limited impact on workforce. Joint working with other

local authorities, however, continues to support efficiencies. The potential for shared services in other service areas is also being explored however this is at an early stage.

Trading Standards Scotland – There is an ongoing review of how trading standards operates across Scotland. This is not prescribed but may involve a single central intelligence unit with the potential for staff transfers. Similar arrangements are also being considered for Environmental Health. This is being taken forward via SOLACE/ COSLA with no clear timescales.

Service Review – As previously indicated, due to budget pressure, the Service will put in place a challenging programme of review and reform that covers all our functions and spend over the next five years. This programme will seek to radically change what we do so we can achieve our priorities and will include consideration of how our service delivery compares with external providers and how we work with citizens, communities and the third sector to promote further engagement in local delivery.

SECTION 4: DEFINING FUTURE WORKFORCE REQUIREMENTS AND GAP ANALYSIS

The table below shows anticipated staffing increases/ decreases across the Service over the next 5 years together with associated costs/ savings:

Service Area	Position Title	Headcount Increase/ Decrease (+/-)			Cost/ Saving		
		Year 1	Year 3	Year 5	Year 1	Year 3	Year 5
Building Design	Architect	+1		-1	+ £40k		-£40k
	Arch Tech	+2	+1	-3	+ £56k	+£28k	-£84k
Engineering Design	Parking Attendant	+2.5			+ £50K		
Asset Management	Trainee Surveyor		+1	+1	0	+£28k	+£30k
Growth & Investment	Business advisors x 2 (externally funded)		-2			-c87k	
	Leader Team 1xJ; 2xG (externally funded)		-3			-c.118k	
Employment Training Unit	Contract Compliance and Monitoring Officer	+1			+£39k		
Planning & Environment	Zetland Park HLF – Project Officer (temp)	+1					
	Zetland Park HLF – Community Officer (temp)		+1				
Development Management	Technical support		+1		Adjustment through vacancies/reduced working		

					hours		
Environmental Services	Waste Collection	+7			+433k		
Total		+14.5	0	-3			

Some of these proposed increases in headcount are dependent upon external funding. Further savings are likely to be identified for years 3-5 following the programme of review and reform that covers all our functions and spend over the next five years.

Outwith the projected headcount changes outlined above, the following areas are likely to experience staffing changes over this period:

Asset Management – a review of roles at Coordinator and Technician level to reflect change in work demands arising from strategic property review and community asset transfer. Examine creation of trainee Surveyor post to assist succession planning.

Growth & Investment – staff changes are anticipated as a consequence of external funding. The potential termination of ERDF and Leader funding will affect business advisors and Leader support positions. The effect on Unit staff of the proposed Investment Zone package, will also need to be considered during the period of the plan.

Employment & Training – Provision of staff support will require to take account of any additional external income and/or termination of existing funding streams. A new post is to be created to assist with contract compliance and monitoring for external funded contracts.

Planning & Environment – Additional staff support (externally funded) will be engaged to support delivery of the Zetland Park project. It is intended to conduct a service review of Bereavement Services with a view to consolidating and (subject to available budget) increasing the resource structure under the existing co-ordinator. This will help to broaden the capacity of the existing team for both crematorium cover and, to a lesser extent, cemetery maintenance through a number of staffing structure and related changes. It will include a review of a number of roles with potential impact on gradings within the team.

Development Management – no significant changes anticipated. Some adjustments are anticipated to take account of technical support pressures, to be met from existing vacancies/ reduced working hours with no net additional increase in staff.

Workforce Development Requirements:

- **Leadership / Management Development**

The Council's 'Council of the Future' framework is to enable the delivery of the Council's ambitious programme of organisational, service and cultural change linked to the Council's priorities and budget strategy. The Council aspires to be innovative, responsive, trusted and ambitious. To make this happen, it was recognised that fundamental changes were required in the way the Council works at a strategic and operational level and that there would need to be a clear cultural change in the way we lead and manage this bold change programme.

The table attached as Appendix 6.5 highlights leadership development areas identified by Service areas. Outwith job specific development areas, these leadership development needs are being met via the Council's 'Council of the Future' programme.

All Chief Officers and Service Unit Managers will attend quarterly Leadership Forums and provide and receive 360 degree feedback based on the values of the organisation. The 360 feedback will be carried out bi-annually. They will also attend OD workshops and develop their own Gold Standard action plan. This is a tailored personal action plan which will include feedback from the 360 and actions following the workshops. It is not presumed that each person would have the same development needs although there will be some common areas. Each person has to follow through with their plan in consultation with their line manager.

The workshops will be on the subjects of Change, Leadership & Vision, Recognition, Communication, Skills Development and Coaching. The workshops content have been determined following feedback from the employee engagement and listening events carried out throughout the organisation.

Professional/Technical development

The requirement to ensure that professional and technical standards are maintained through, for example, ongoing programmes of CPD, and occupational targeted training.

General Development Areas

Each Service area was also asked to identify priority development areas for their wider workforce which are summarised as at Appendix 6.6. The following priority areas were identified which are supported by the results of the recent Employee Engagement Survey:

> 1. Dealing with Change – Knowledge of the 'Council of the Future' programme and what needs to change is key to the success of the programme. From the recent Employee Engagement survey, 49.1% of Development Services staff are aware of the Council of the Future programme but 61.7% feel they are unsure what change means for Falkirk Council and would like to know more.
> 2. Team Building – From the same survey, 58.1% of Development Services respondents agree or strongly agree their team has good team spirit (this compares with 64.4% for the Council as a whole). Only 54.9% feel part of a team working towards shared goals and 47.5% feel they do not have regular team meetings, debriefs or briefings. These represent clear areas for improvement. We will, for example, ensure that regular team meeting take place in each service area with Council of the Future a standing item on the agenda.
> 3. Communication – Only 44.6% respondents in the survey feel well informed about matters affecting their work and only 28.7% feel there are effective ways to feedback their views.
> 4. Technology/ Digital –in order to continue to progress and develop new technical solutions an element of skills transference and upskilling is required. Issues such as digital filing, teleconferencing, use of mobile devices and the implementation of new external and internal systems will need to be addressed within 1-3 years.

In terms of 1-3 above, as a result of the Employee Engagement Survey, we have set up a working group to look at how we can improve communication , team building etc with a view to taking forward short term projects within the Service to address these issues.

Outwith this, issues of specific skill demands, balancing workforce pressures and maintaining staff morale through period of major change will also have to be addressed. As a result we must aim to:

• ensure that there are sufficient skills available within the workforce, particularly in the below 45 age bracket range to ensure succession planning. This includes reviewing measures to encourage access for younger people continuing to "grow our own" and using internal coaching and mentoring and leadership development in order to increase the skills of our current workforce.

• develop professional and technical skills to adapt to changing demands. For example, as part of a review of public sector construction procurement, the Government has mandated the adoption of Building Information Modelling (BIM) across the entire public sector from 2017/18 onwards. In response to this, we have arranged external training provision for 40 employees to take place prior to March 2018.

• ensure the identification of appropriate skills development through the consistent use of APDS across the Service. An important aspect of Council of the Future is to ensure that our workforce is skilled. When asked if they are involved in identifying and reviewing learning & development needs, only 45.4% of respondents agreed. In the last 12 months, 28.8% have agreed a Personal Development Plan and 49.8% have had opportunities to learn and develop. We need to consider how we can further improve on current performance.

• Empowering and recognising employees is a key element of the Council of the Future project. The results of the engagement survey and Council of the Future staff engagement events highlight this as an area for improvement within the Service. Only 81.2% of Development Service respondents feel their job is important (lower than the Falkirk Council response of 87.6%0 and only 41.7% feel valued for the work they do. This is being addressed via the ongoing Council of the Future Leadership programme. However, consideration requires to be given to how we involve our employees in reviewing and identifying service priorities and service planning.

WORKING ARRANGEMENTS

Mobile/ Flexible Arrangements - Given the strategic property review and the Council of the Future 'Anytime, Anywhere' project, mobile and flexible working will be encouraged where possible. Currently only 44.1% of respondents within our Service agree that they are encouraged to work in this way. Many areas of our Service are frontline and are therefore limited in terms of their ability to work flexibly. However in other areas, the roll out of Citrix has encouraged greater flexibility. ICT needs to be able to support service needs and provide the infrastructure moving forward to facilitate this as. At present, there are issues with compatibility with some bespoke technical software/ systems e.g. Autocad. Concerns have been expressed regarding increased mobile and flexible working having a negative impact on communication and supervision. In line with the empowerment theme above, training for managers to enable their teams to manage and monitor their own working time is needed and will engender cultural shift within the Service.

Smart Working/ Smart Travel – The Council of the Future programme ' Smart Working/ Smart Travel' looks to reduce car mileage by introducing new ways of working through shared transport and technology solutions. The use of pool cars will be expanded within the Service although this will require additional charging points for electric vehicles. The

increased use of pool cars and the introduction of a travel hierarchy to encourage employees to consider alterative options to travel e.g. virtual meetings will require behavioural change and therefore further engagement with employees.

Review of Working Arrangements – We continue to review our service to ensure that we are delivering effective and efficient services. This includes reviewing working arrangements to ensure that they are fit for the future. Within Roads, currently 30% of employees are employed on 5 over 7 days contracts and we continue to progress this shift to provide greater flexibility. A review of working patterns within other operational services including Waste, Fleet and Street Cleansing will be undertaken.

Outwith this shift patterns within Waste Disposal and parking attendants may required to be reviewed as a result of Council decisions.

SECTION 5: REALIGNMENT OF WORKFORCE AND TRAINING

	Action	Description	Planned Outcome	Action Owner	Start Date	End Date
1	To review current equality statistical information held on Council workforce via resourcelink	Encourage employees to provide equality information within Myview	Improve the information held and provide clearer management information to help improve managing information available	HR	Feb 2018	June 2018
2	Develop succession planning across the Service	Identify areas of future skills shortage as a result of an ageing workforce and develop succession strategies including reviewing trainee and 16pprenticeship programmes	Ensures that Service develops workforce which is fit for future and increases number of young people	COs/ ETU/HR	April 2018	March 2019/ Ongoing
		Ensure consistent application of APDS	Ensure that leaders/ supervisors are ready / capable of	Service Managers	April 2018	March 2019/ Ongoing

		scheme/ development plans to identify and develop leaders/ supervisors of the future	demands of higher level posts as they become available			
		Promote the use of flexible retirement across Service, particularly in areas with trainee and 17pprentices hip schemes	To increase the number of employees working flexible retirement across Council and allow for sharing of knowledge skills	Service Managers	April 2018	March 2019/ Ongoing
		Formalise coaching and mentoring opportunities to increase skill base and assist with succession planning	Increased skill base and knowledge sharing	Service Managers	April 2018	March 2019/ Ongoing
3.	Improve recruitment and retention to difficult to full posts across Service	Review pay and grading structure and benefits package to ensure it remains competitive and fit for purpose	Revised structure and pay structure which is fit for future	COs/ HR/ Trade Unions	April 2018	March 2020
		Develop smarter targeted recruitment and retention strategies for difficult to fill posts	Ensures that the Council has a workforce which is fit for future	Service Managers/ HR	April 2018	Ongoing
		Review of temporary contracts,	To improve retention by improving	Service Managers/	Ongoing	March 2018/ Ongoing

		ensuring sufficient flexibility remains where necessary	employment stability for relevant employees	HR		
4.	Improve attendance levels across the Service	Undertake quarterly reviews of absence	Sickness levels achieve Council target of max of 4% absence.	COs/ Service Managers	Ongoing	Ongoing
		Promote work life Balance	Improves morale/ motivation of the workforce	Service Managers/ HR	Ongoing	Ongoing
		Ensure all Managers have undertaken Absence Management training	To ensure the consistent application of the Council's Managing Sickness Absence Policy	COs/ Service Managers	April 2018	December 2018
5.	Implement programme of review and reform of all service functions	Carry out review of all service functions against agreed principles / criteria, including consideration of alternative models of service delivery, shared services, partnership working.	To ensure that we are delivering effective and efficient service that our citizens value.	All/ HR/TUs	April 2018	March 2022
6.	Review training and development requirements to ensure that our workforce are fit for the future	Ensure consistent application of APDS scheme/ development plans to identify training needs to respond to changing	Ensure that workforce are capable of responding to changing demands in service delivery	Service Managers	April 2018	March 2019/ Ongoing

		demands				
7	Support increased mobile flexible working and facilitate the innovative use of new technology to deliver future services more efficiently	Provide a plan of support for the 'people' aspect of the roll out of mobile flexible working. Work with ICT to address system issues.	Ensures employees/ managers are engaged in MFW and improves morale/motivation of the workforce	COs/ Service Managers/ HR	April 2018	March 2019
		Design and deliver cultural change programmes for all teams undertaking MFW	More effective use of resources/improved access/improved morale and motivation of the workforce	HR/PMO	April 2018	March 2019
		Provision of appropriate training and cultural changes to facilitate increased development and use of digital interaction,	More effective use of resources/ improved access	HR/ PMO	April 2018	March 2019
9	Develop leadership skills to ensure that managers can lead and implement change successfully	Continued implementation of leadership Forum	Increased skill set and supports succession planning	HR/PMO		
		Facilitate 360 feedback for all COs and Service Managers	Improve leadership and management across the Council	HR		

		Design and deliver leadership training on techniques and behaviours in agreed areas	Increased skillset across the Council and supports succession planning process	HR		
10	Improve communication and engagement across the Service	Establish working group to consider actions from staff engagement survey	Improved communication, team working and ability to deal with change across Service	COs/ All	Ongoing	March 2018
		Ensure that team meeting are held on regular (monthly basis) across service areas with Council of the Future as standing item	Improved communication	COs/ Service Managers	Ongoing	March 2018
		Ensure employee engagement in service planning process through team meetings	Increased staff engagement	Service Managers	Ongoing	March 2018

SECTION 6: EVALUATION AND REFRESH OF THE WORKFORCE PLAN

This Service Workforce Plan covers the period April 2018- March 2022 however, it is considered a 'live' document and will be reviewed regularly against any changes to our Service delivery plans. The Service along with the corporate management team will be responsible for monitoring the plan.

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                          │   Director of    │
                          │   Development    │
                          │    Services      │
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│ Head of Planning │      │     Head of      │      │  Head of Design, │
│   & Economic     │      │  Environmental   │      │ Roads and Transport│
│   Development    │      │    Services      │      │                  │
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Head of Planning & Economic Development	Head of Environmental Services	Head of Design, Roads and Transport
Asset Management Service Manager	Fleet Manager	Building Design Service Manager
Employment & Training Service Manager	Waste Manager	Engineering Design Service Manager
Growth & Investment Service Manager	Environmental Health & Trading Standards Manager	Roads & Grounds Manager
Development Management & Building Standards Service Manager		Transport Planning Service Manager
Planning & Environment Service Manager		

Breakdown of Grades

Designation	B	C	D	E	F	APP	G	H	I	J	K	L	M	N	FC-CO1	FC-CO3	FC-CO5	Total
ADMIN & SYSTEMS SUPPORT OFFICER							1											1
ADMINISTRATION CO-ORDINATOR				1														1
ADMINISTRATIVE ASSISTANT			1															1
ADMINISTRATIVE SUPPORT			1															1
AGENT								4										4
APPRENTICE MECHANIC (GROUND MAINTENANCE)						1												1
ARCHITECT										1								1
ARCHITECTURAL TECHNICIAN							10											10
AREA ESTATES CO-ORDINATOR												2						2
AREA ESTATES OFFICER								6										6
AREA LIGHTING ENGINEER												1						1
AREA OPERATIONS CO-ORDINATOR												1						1
AREA ROADS ENGINEER												3						3
AREA ROADS INSPECTOR							4											4
AREA ROADS OFFICER								5										5
ASSET MANAGEMENT OFFICER									1									1
ASSISTANT BUILDING STANDARDS SURVEYOR							1											1
ASSISTANT EMERGENCY PLANNING OFFICER								1										1
ASSISTANT PLANNING OFFICER							1											1
ASSISTANT PROPERTY CO-ORDINATOR									1									1
ASSISTANT PUBLIC TRANSPORT OFFICER				1														1
ASSISTANT WASTE STRATEGY COORDINATOR										1								1
ATTENDANT/DRIVER		10																10
AUTO ELECTRICIAN					1													1
BEREAVEMENT SERVICES MANAGER									1									1
BIODIVERSITY OFFICER								1										1
BUILDING DESIGN MANAGER														1			22	1

	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	Total
BUILDING STANDARDS CO-ORDINATOR									2			2
BUILDING STANDARDS SURVEYOR								8				8
BUILDING STANDARDS TECHNICIAN					1							1
BUSINESS ADVISOR							5					5
BUSINESS SUPPORT OFFICER				1								1
C/HAND GARDENER 3				9								9
C/HAND GARDENER/ARBORIST				1								1
CAR PARK ATTENDANT	2											2
CAR PARK SUPERVISOR			1									1
CARBON REDUCTION OFFICER						1						1
CARETAKER	1											1
CARETAKER/STEWARD	1											1
CDM OFFICER						1						1
CHARGEHAND				5								5
CHARGEHAND GARDENER				5								5
CHARGEHAND MECHANIC					2							2
CIVIC AMENITY ATTENDANT	3											3
CLERICAL ASSISTANT	1											1
CLERK OF WORKS					4							4
CLIMATE CHANGE OFFICER								1				1
COMMUNITY SAFETY OFFICER				10								5
CONSTRUCTION SUPPORT OFFICER						1						1
CONTAMINATED LAND OFFICER							2					2
CREMATORIUM MANAGER				1								1
CREMATORIUM TECHNICIAN		2										2
CUSTOMER CARE OFFICER			2									2
DESIGN CO-ORDINATOR									3			3
DEVELOPMENT MANAGEMENT ASSISTANT				1								1
DEVELOPMENT MANAGEMENT CO-ORDINATOR									2			2
DEVELOPMENT MANAGER										1		1
DEVELOPMENT PLAN CO-ORDINATOR									1			1
DIRECTOR OF DEVELOPMENT SERVICES											1	1
DRIVER 1		12										12

Job Title	1	2	3	4	5	6	7	8	9	10	11	Total
DRIVER 1/SWEEPER		24										24
DRIVER 2		1										1
DRIVER1		19										19
ECON DEV OFFICER (EU PROJECT MANAGEMENT)								1				1
ECONOMIC DEVELOPMENT OFFICER								1				1
ECONOMIC DEVELOPMENT OFFICER (BUS. ENG.)								1				1
ECONOMIC DEVELOPMENT OFFICER (COMM)								1				1
ECONOMIC DEVELOPMENT OFFICER (TIF)								1				1
ECONOMIC DEVELOPMENT OFFICER(MARKETING)								1				1
EMERGENCY PLANNING OFFICER						1						1
EMPLOYMENT & TRAINING CO-ORDINATOR						17						17
EMPLOYMENT & TRAINING MANAGER										1		1
ENFORCEMENT OFFICER					1							1
ENGINEERING CRAFTSMAN				2								2
ENGINEERING DESIGN MANAGER											1	1
ENGINEERING OPERATIVE				1								1
ENV HEALTH, TRADING STD MGR										1		1
ENVIRONMENT CO-ORDINATOR									1			1
ENVIRONMENTAL HEALTH CO-ORDINATOR									1			1
ENVIRONMENTAL HEALTH OFFICER								8				8
ESTATES DEVELOPMENT OFFICER						2						2
ESTATES MAINTENANCE ASSISTANT	20											20
ESTATES MAINTENANCE CHARGEHAND				4								4
ESTATES TECHNICAL ASSISTANT			2									2
FACILITIES CO-ORDINATOR									1			1
FACILITIES OFFICER							1					1

	1	2	3	4	5	6	7	8	9	10	11	Total
FACILITIES OFFICER (ENERGY/CARBON REDUC)							1					1
FALKIRK THI PROJECT OFFICER							1					1
FET DEVELOPMENT MANAGER						1						1
FEU PLAN SURVEYOR			1									1
FLEET CHARGEHAND					1							1
FLEET COMPLIANCE OFFICER				1								1
FLEET CO-ORDINATOR							1					1
FLEET MANAGER									1			1
FLEET SERVICE ADVISER			1									1
FLEET SUPERVISOR						1						1
FLOODING TECHNICIAN				1								1
FOOD AND SAFETY CO-ORDINATOR								1				1
FOREMAN - ROADS					21							21
FOREMAN ENGINEERING CRAFTSMAN					1							1
GARDENER 1	3											3
GARDENER 2		10										10
GARDENER 3		2										2
GARDENER 3/ARBORIST		2										2
GAS & SITE SAFETY ADVISOR						1						1
GAS SAFETY OFFICER						1						1
GRAVE DIGGER		2										2
HEAD OF DESIGN, ROADS & TRANSPORT										1		1
HEAD OF ENVIRONMENTAL SERVICES											1	1
HEAD OF PLANNING & ECONOMIC DEVELOPMENT										1		1
INSPECTOR (ELECTRICAL)					1							1
LEADER CLAIMS AND COMPLIANCE OFFICER					1							1
LEADER DEVELOPMENT OFFICER						1						1
LIGHTING INSPECTOR					1							1
MANAGEMENT SYSTEMS OFFICER					1							1
MANAGER (ASSET MANAGEMENT)									1			1
MANAGER (GROWTH & INVESTMENT)									1			1
MECHANIC				11								11

										Total
MECHANICAL SERVICES TECHNICIAN					1					1
MECHANICAL SWEEPER/DRIVER 2		3								3
MOBILE SCHOOL CROSSING PATROL	3									3
NETWORK CO-ORDINATOR								1		1
NETWORK INSPECTOR (NRSWA)					1					1
NETWORK OFFICER						2				2
NETWORK OFFICER (TRAFFIC MAN.)						1				1
NETWORK TECHNICAL ASSISTANT (ROADS)			1							1
OUTDOOR ACCESS RANGER					2					2
OUTDOOR ACCESS TEAM LEADER							1			1
P.O. EMPLOYMENT & TRAINING								5		5
PASSENGER ASSISTANT	11									11
PERSONAL ASSISTANT						1				1
PEST CONTROL OFFICER		2								2
PLANNING & ENVIRONMENT MANAGER									1	1
PLANNING ENFORCEMENT OFFICER						1				1
PLANNING OFFICER							6			6
PLANNING OFFICER (URBAN DESIGN)							1			1
PLANNING OFFICER(ENVIRON)							1			1
PLANNING TECHNICIAN				2		1				3
PRINCIPAL BUSINESS SUPPORT OFFICER							1			1
PRINCIPAL SURVEYOR (BUSINESS LOCATIONS)							1			1
PRINCIPAL SURVEYOR (STRATEGIC PROJECTS)							1			1
PROGRAMME ASSISTANT		3								3
PROGRAMME MANAGER KV&F LEADER PROGRAMME							1			1
PROJECT OFFICER						1				1
PROJECTS & DEVELOPMENT CO-ORDINATOR									1	1
PROJECTS/SYSTEMS OFFICER						1				1
PROPERTY INSPECTOR					3					3

PROPERTY INSPECTOR (MECHANICAL SERVICES)							1							1
PROPERTY SURVEYOR									4					4
PROPERTY TECHNICIAN							5							5
PUBLIC TRANSPORT OFFICER							3	3						6
PUBLIC TRANSPORT OFFICER (ASL)							1							1
PUPIL TRANSPORT ASSISTANT	100													100
QUANTITY SURVEYING TECHNICIAN							1							1
QUANTITY SURVEYOR								3						3
RECYCLING ADVISER							2							2
RECYCLING OPERATOR		25												25
REFUSE COLLECTOR			33											33
REFUSE DRIVER 2/COLLECTOR				22										22
ROAD & BRIDGE DESIGN ENGINEER									1					1
ROAD & BRIDGE DESIGN INSPECTOR							1							1
ROAD & BRIDGE DESIGN OFFICER								1						1
ROAD & BRIDGE DESIGN TECHNICIAN					1									1
ROADS BRIDGES & FLOODING CO-ORDINATOR											1			1
ROADS DEVELOPMENT INSPECTOR							1							1
ROADS DEVELOPMENT OFFICER								2						2
ROADS & GROUNDS MANAGER													1	1
ROADWORKER				42	3									45
ROADWORKERHGV					15									15
SCHOOL CROSSING PATROL	50													50
SCHOOL CROSSING PATROL SUPERVISOR							2							2
SECRETARIAL ASSISTANT			1											1
SECRETARY					1									1
SENIOR ACCIDENT INVESTIGATION OFFICER								1						1
SENIOR BUILDING STANDARDS SURVEYOR									1					1
SENIOR CLERK OF WORKS								1						1
SENIOR CONTAMINATED LAND SPECIALIST									1					1
SENIOR DESIGN OFFICER										2				2

																Total
SENIOR ENVIRONMENTAL HEALTH OFFICER											1					1
SENIOR FLOODING OFFICER										1						1
SENIOR INSPECTOR								1								1
SENIOR NETWORK OFFICER										1						1
SENIOR PLANNING OFFICER										4						4
SENIOR PLANNING OFFICER(LANDSCAPE)										2						2
SENIOR PLANNING TECHNICIAN								1								1
SENIOR PROPERTY INSPECTOR										1						1
SENIOR QUANTITY SURVEYING TECHNICIAN										1						1
SENIOR ROAD & BRIDGE DESIGN OFFICER										5						5
SENIOR ROADS DEVELOPMENT OFFICER										1						1
SENIOR TECHNICIAN								3								3
STOREPERSON	1															1
STORES CHARGEHAND								1								1
STREET LIGHTING ELECTRICIAN								4								4
STREET LIGHTING ENGINEER										1						1
STREET SWEEPER	11															11
SUPERVISOR								2								2
SUSTAINABLE TRANSPORT CO-ORDINATOR												1				1
SYSTEMS SUPPORT OFFICER				1												1
SYSTEMS SUPPORT OFFICER(DNAS)								1								1
TEAM LEADER			4													4
TEAM LEADER (COMM SAFETY & PEST CONTROL)								2								2
TECHNICAL ASSISTANT			2													2
TECHNICAL OFFICER								1								1
TECHNICAL OFFICER (EH)								1								1
TECHNICAL OFFICER (FOOD SAFETY)								1								1
TECHNICAL SPECIALIST								1								1
TECHNICAL SUPPORT								2								2
TRADING STANDARDS CO-ORDINATOR												1				1
TRADING STANDARDS OFFICER										1						1
TRAINEE	1															1

Role																	Total
ARCHITECTURAL TECHNICIAN																	
TRAINEE ARCHITECTURAL TECHNICIAN STAGE 1			1														1
TRAINEE AREA ROADS OFFICER					1												1
TRAINEE CIVIL ENGINEERING TECH STAGE 2			3														3
TRAINEE CIVIL ENGINEERING TECHNICIAN		3															3
TRAINEE LIGHTING TECHNICIAN STAGE 2			1														1
TRAINEE QUANTITY SURVEYOR STAGE 1			1														1
TRANSPORT CO-ORDINATOR											1						1
TRANSPORT PLANNING CO-ORDINATOR											1						1
TRANSPORT PLANNING MANAGER												1					1
TRANSPORT PLANNING OFFICER										6							6
TRANSPORT PLANNING TECHNICIAN							1										1
WASTE DISPOSAL OPERATOR 2			2														2
WASTE MANAGER													1				1
WASTE MINIMISATION ADVISER								3									3
WASTE SERVICES CO-ORDINATOR											2						2
WASTE SERVICES OFFICER								5									5
WASTE STRATEGY CO-ORDINATOR											1						1

Allowances

	2014/15		2015/16		2016/17		2017/18 (Apr - Oct)	
	Units	Amount	Units	Amount	Units	Amount	Units	Amount
APTC Contractual Overtime	857.88	£7,884.00	857.88	£8,095.68	857.88	£8,358.72	475.81	£4,692.44
Call Out (No Standby)	45	£813.78	20	£362.00	27	£488.70	24	£438.88
Call Out (On Standby)	1264	£16,621.76	1192	£15,686.72	1272	£16,739.52	710	£9,487.12
Car Mileage (Non-Taxable)	519690	£226,258.43	405427	£182,425.61	385877	£173,644.65	220957	£99,430.65
Car Mileage (Taxable)	4035	£1,815.75	69233	£31,154.85	60995	£27,447.75	22523	£10,135.35
Contractual Overtime (Time and Half)	755.94	£15,489.48	0	£0.00	0	£0.00	0	£0.00
Craft Standby - Saturday	219	£3,796.03	209.5	£3,671.76	217	£3,856.66	56.5	£1,010.74
Craft Standby - Sunday / PH	267	£6,309.11	329.5	£7,864.33	303.5	£7,344.69	71.5	£1,741.93
Craft Standby - Weekday	907.5	£7,399.16	1031.5	£8,479.38	968	£8,075.40	312	£2,616.80
Craft Standby - Full Week	783.5	£64,064.33	726	£60,014.75	654	£54,823.80	304.5	£25,621.05
Craft Standby - PH in Full Week	97	£1,493.80	92.5	£1,436.10	90	£1,413.84	49	£772.88
First Aid Allowance	0	£9,064.24	0	£9,030.00	0	£7,642.87	0	£4,350.97
Night Allowance	146	£748.33	0	£0.00	264.16	£1,404.92	96.2	£515.78
Night Work Allowance (Night Shift Allow)	181	£931.35	278.6	£1,448.18	121	£612.36	0	£0.00
Out of Hours (Unsocial Hours)	8219.5	£16,739.14	7975.5	£16,470.25	8198.84	£16,605.04	6773.5	£13,311.12
Overtime Night Allowance	0	£0.00	70	£333.10	0	£0.00	0	£0.00
SJC Standby - Saturday	19	£331.25	26.5	£467.51	34	£608.16	14	£251.29
SJC Standby - Sunday / PH	33.5	£797.16	52	£1,249.28	66	£1,607.53	20	£488.94
SJC Standby - Weekday	105	£861.89	142	£1,175.44	154	£1,293.21	52	£437.60
SJC Standby - Full Week	318	£26,175.57	264	£21,922.87	232	£19,571.62	103.5	£8,767.48
SJC Standby - PH in Full Week	3	£46.38	14	£218.76	5	£79.25	9	£143.14
Standby	0	£1,100.69	0	£93.30	0	£0.00	0	£0.00
Grand Total	537946.82	£408,741.63	487941.5	£371,599.87	460336.4	£351,618.69	252551.51	£184,214.16

Overtime

	2014/15		2015/16		2016/17		2017/18 (Apr - Oct)	
	Units	**Cost**	**Units**	**Cost**	**Units**	**Cost**	**Units**	**Cost**
APTC Overtime @ Single Time	0.00	£0.00	5.00	£38.25	0.00	£0.00	0.00	£0.00
Call Out Overtime @ Double	304.00	£7,008.22	103.75	£2,548.04	367.25	£8,766.86	23.50	£600.01
Call Out Overtime @ Time/Half	8,025.50	£141,190.41	7,995.25	£144,251.42	6,842.00	£123,384.46	2,445.00	£44,632.57
Overtime @ Single Rate	982.50	£9,804.71	1,150.50	£11,596.36	878.50	£9,260.27	504.50	£5,517.31
Overtime @ Time/Half	62,487.69	£1,031,481.22	56,223.26	£961,342.55	51,903.32	£909,780.56	28,857.57	£498,364.37
Overtime On Public Holiday	1,994.00	£40,556.81	2,111.75	£44,789.67	2,481.10	£53,105.36	1,738.95	£35,046.65
P/T Additional Hours	4,144.06	£39,386.79	2,844.47	£23,107.34	2,578.55	£21,264.47	883.72	£7,445.50
Seasonal Overtime (Time and Half)	373.38	£4,872.84	0.00	£0.00	0.00	£0.00	0.00	£0.00
Temporary Overtime (Double)	90.00	£1,273.24	157.00	£2,603.91	143.00	£2,611.49	59.75	£1,052.94
Temporary Overtime (Time / Half)	2,042.17	£11,762.72	2,039.00	£25,184.72	1,633.75	£22,272.71	352.00	£2,988.12
Grand Total	**80443.3**	**£1,287,336.96**	**72629.98**	**£1,215,462.26**	**66827.47**	**£1,150,446.18**	**34864.99**	**£595,647.47**

Workforce Development Requirements - Leadership / Management Development

The table below highlights leadership development areas identified by Service areas:

	Design, Roads & Transport		Economic Development & Planning		Environmental Services	
	Ranking	Priority	Ranking	Priority	Ranking	Priority
Leadership and Vision			1	3-5 years	1	Immediate
Recognition	3	1– 3 Years				
Leading Change			3	1-3 years	2	12 months
Skills Development including, for example, project management, financial awareness	1	Immediate/ 3 years				
Communication	4	1-3 years	2	1-3 years	3	12 months
Coaching						
Job specific / technical / professional	2	1- 3 years	4	1-3 years		

Workforce Development Requirements – General Development Areas

	Design, Roads & Transport		Economic Development & Planning		Environmental Services	
	Ranking	Priority	Ranking	Priority	Ranking	Priority
Communication (both written and verbal)					3	12 months
Customer Service						
Dealing with Change	1	1-3 yrs	2	1-3 yrs	1	Immediate
Team-working	4	1-3 yrs	3	1-3 yrs	2	12 months
Organisational and time management	4					
Technology / digital	2	1-3 yrs	2	12 months		
Problem-solving			3	1-3 yrs		
Numeracy						
Job specific / technical / professional	3	1-3 yrs	1	1-3 yrs		

SOCIAL WORK ADULT SERVICES

WORKFORCE PLAN

Date	Contact Officer	Version Number	Approved by
26 February 2018	Kathleen Docherty/Eileen Murphy	1	
8th May 2018	Eileen Murphy	2	

This Workforce Plan will cover Social Work Adult Services.

This Workforce Plan will cover the Social Work Adult Services workforce employed by Falkirk Council. Social Work Adult Services are part of the Falkirk Health and Social Care Partnership established on 1st April 2016. The main purpose of the Partnership is to ensure that we provide joined up and seamless support and care to people in our communities who need services. This will also allow a unique opportunity to work in a truly integrated way and will ensure our partnership meets our strategic vision to *"enable people to live full, independent and positive lives within supportive communities".*

The present plan complements and reflects the priorities of the Falkirk Health and Social Care Partnerships' Integrated Workforce Plan, which in turn draws upon the Partnership's Integrated Strategic Plan. Social Work Adult Services are committed to enabling our workforce to build a strong sense of purpose, derived from the local outcomes set out in the Strategic Plan. This involves enabling service users and their carers to exercise as much choice and control as possible while remaining safe and living well at home or in homely settings for as long as possible, within their communities. Workforce planning will help us to create an innovative organisational culture in which staff feel valued and are confident in their contribution to the local outcomes.

As part of the Falkirk Health and Social Care Partnership, Social Work Adult Services are committed to achieving the Scottish Government's National Health and Wellbeing Outcomes, National Health and Wellbeing Outcome 8 commits that 'People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.' This plan is pivotal to the Service's resolve to support our workforce to feel engaged and to learn and improve continuously. By acting on this plan we will together develop the skills, knowledge, capability and leadership capacity needed for success with health and social care integration and self directed support.

A service structure chart is shown at Appendix 7.1.

In developing this Workforce Plan the following documents and data were considered:

- Corporate Plan
- Falkirk Health and Social Care Partnerships Integrated Strategic Plan
- Falkirk Health and Social Care Partnerships Integrated Workforce Plan
- Scottish Government National Health & Wellbeing Outcomes
- workforce profiling information as provided by the Management Information Team
- budget information or proposed savings plans for Social Work Adult Services,
- 2017/18 National Health and Social Care Workforce Plan for Social Care in Scotland
- National Strategy for Community Justice
- Strategic Outcomes and Local Delivery Plan
- relevant population demographics/ trends
- employee survey results
- legislation including:
- The Carers (Scotland) Act 2016
- General Data Protection Regulation 2018
- UK Domestic Immigration Rules January 2018

- Public Bodies (Joint Working) (Scotland) Act 2014;
- Self -Directed Support-Social Care (Self-directed Support) (Scotland) Act 2013
- Community Empowerment (Scotland) Act 2015
  - Relevant partnership agreements
    - Scottish Government
    - COSLA
    - Health and Social Care Standards
    - Council of the Future Framework
    - Scottish Credit and Qualifications Framework (SCQF
    - Scottish Social Services Council (SSSC)
    - Accounts Commission
    - Audit Scotland
    - Care Inspectorate
    - Healthcare Improvement Scotland
    - Third Sector
    - Voluntary Sector

This workforce plan was developed via a facilitated workshop involving Service Senior Management, Service Managers, HR and the PMO team. Relevant trade unions have been consulted in the development of this plan.

Further work is ongoing in relation to future workforce locality structures and therefore this document should be viewed as a working document and subject to review throughout the plan lifetime.

This Plan covers the period from April 2018 – March 2022 and will be reviewed as outlined in Section 6.

This plan has been approved by …………………………..

SECTION 2: ASSESSMENT OF CURRENT WORKFORCE

The following information provides a summary of the current workforce for Social Work Adult Services.

Workforce Summary:

FTE:	749.6	Headcount:	947
Full-time FTE:	51%	Part-time FTE:	49%
Permanent:	82.2%	Temporary:	17.8%

- There has been a c6% reduction in staffing within the Service since last year. This is largely attributable to transfer of business support employees to Corporate & Housing Services, the closure of Oakbank Home and homecare recruitment and retention difficulties.

- More than 49% of the workforce is employed on part time contracts. This may be reflective of a largely female workforce balancing carer responsibilities with their employment.

- Over 17% of the workforce is employed on a temporary basis. This excludes casual workers within the Service.

- Service delivery was challenging in the preceding 12 month period impacted through ill health amongst a number of senior managers. There was a need to source temporary agency cover externally to bridge the knowledge and experience gaps.

- Falkirk Council's previous restrictions on permanent appointments to allow flexibility reflecting current budget challenges and longer term uncertainty have been reviewed with some posts now being recruited on a permanent basis. In some areas within Adult Services this approach had limited impact as most posts were exempt from the need to recruit on a temporary basis. However within the Day Services, the ability to attract and retain staff, resulted in skills and expertise gaps.   Time and resources were also invested in training staff on temporary contracts to our standards for staff then to leave, predominantly to the Independent Sector.   A review of temporary posts within the Service is ongoing however a number of posts will continue to be temporary pending a clearer integrated workforce strategy, including within homecare.

- There are also a number of projects within the service where staff are currently employed on a secondment basis. The length of the secondment periods are reviewed on an ongoing basis and dependent upon partnership funding. This creates uncertainty for staff in these roles, and also impacts on staff elsewhere within the Council as seconded employees retain the right to return to their substantive posts in the event funding ceases.

Workforce Age Profile:

Current Age Profile	No. of Employees	Age Profile in 3 Years	No. of Employees	Age Profile in 5 Years	No. of Employees
<16	0	<16	0	<16	0
16-20	6	16-20	1	16-20	0
21-25	28	21-25	14	21-25	6
26-30	70	26-30	39	26-30	28
31-35	55	31-35	78	31-35	70
36-40	64	36-40	53	36-40	55
41-45	101	41-45	72	41-45	64
46-50	158	46-50	118	46-50	101
51-55	183	51-55	180	51-55	158
56-60	188	56-60	191	56-60	183
61-65	75	61-65	152	61-65	188
66-70	13	66-70	37	66-70	75
>71	6	>71	12	>71	19

- With c49% of the current workforce over 50 rising to 66% in 5 years, there is a need to consider measures to attract younger people into the service while managing the risks associated with an aging workforce.
- Succession planning across the service remains a risk with a number of senior managers falling within the over 50 category.
- With no default retirement age it is difficult to forecast staff retirement timescales but future investment in leadership development, management training and upskilling staff through use of technology, can assist in building and retaining knowledge and expertise within the service. Integrated working also creates opportunities for succession planning through secondments across the service.

Workforce Turnover:

Turnover has varied over the years as shown below but has remained higher since 2015/16.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Apr - Dec)
Average Headcount	1058	1076	1073	1041	1001	**957**
Nos of Leavers	95	76	76	132	118	**87**
Turnover %	**9.0%**	**7.1%**	**7.1%**	**12.7%**	**11.8%**	**9.1%**

Some of this reflects the impact of service redesign and the Council agreeing voluntary severance to facilitate this. Although most areas were exempt from the Council's previous recruitment restrictions, some areas of the Service such as Day Services were appointing on a temporary bass only, resulting in increased turnover.

Retention challenges particularly within the homecare sector remain as terms and conditions are perceived as not being attractive to many.
Management are seeking to innovate recruitment through using web and community based recruitment services and targeting colleges with a view to attracting younger people into services. It is a recommended a longer term Recruitment Strategy is developed.

It is recognised that in a competitive market it is important to continue to develop staff skill sets to ensure the service is fit for the future and we will seek to ensure that improving skills and creating opportunities for career development are given attention.

Absence Patterns:

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (Dec)
Absence %	9.6%	8.4%	8.6%	8.1%	8.5%	7.72%

- Absence within the Service continues to be high, consistently above the 5.5 % in house target for the service and Falkirk Council's 4% target level, with the 2 highest absence reasons being for musculo-skeletal or mental wellbeing causes. Trends associated with an ageing workforce particularly those undertaking physical duties including moving and handling in Adult Care homes and Care and Support at Home suggest the likely greater incidence of back pain and injury and the onset of a normal range of health conditions more prevalent in the older age group. 20.22% of absences in December 2017 were as a result of work or non work related musculo-skeletal reasons.

- The service has introduced additional support to managers around absence management with earlier referrals to Occupational Health for musculo-skeletal problems and stress related conditions. Mental wellbeing was cited for 14.61% of absence reasons in December. There has been proactive use of return to work interviews and absence management monitoring supported by additional support from a dedicated HR Officer.

- Managers have also attended absence training and absence issues are discussed at monthly Senior Management meetings with Head of Adult Services and appropriate actions taken.

Grade/Allowance Profile:

- There are 96 different posts within the Service reflecting the diverse range of functions carried out and a range of grades from B through to Chief Officer grade (Appendix 7.2).

- Adult Services staff within the Falkirk Health & Social Care Partnership are employed on Falkirk Council terms and conditions. The majority of people employed within the service are employed in front-line roles.

- Appendix 7.2 shows 33 management posts in grades K, L, M and N. This represents c3.5% of the total workforce. Due to the current KLM&N structure, there is little scope for growth, progression with added responsibilities or promotion. This is a challenge and can present risks of staff leaving the Council with consequent loss of knowledge and experience to the

service. These posts are under review in the context of the proposed move to a locality model.

- Within homecare, there is a move away from traditional home help roles to that of personal carers to better meet the complex needs of service users. These posts are also being considered as part of the ongoing job evaluation review.

- The future care at home workforce strategy will be linked to the overall partnership strategy and vision of health and social care service provision. Recruitment difficulties for care at home services are considered to be partly due to salaries, work patterns and weekend shifts not being seen as competitive or attractive resulting in difficulties with retaining staff, losing them to the private or community care sectors. A review is ongoing in this regard.

- In relation to allowances (Appendix 7.3), the main allowances paid across the Service relate to car mileage and night working /out of hours allowances which reflect the mobile and 24/7 nature of the Service.

Summary of the overtime worked:

- See Appendix 7.4 for the detail. Some element of overtime relates to absence cover but overtime and additional hours primarily relate to homecare to cover service users, lack of agency cover and potentially the impact of review assessments, as well as pressures to facilitate early release from hospital. The ongoing homecare service review considers alternative approaches to providing such cover.

- The homecare service new system rollout has been completed and will enable work to be scheduled in a more efficient manner by geographical areas. A consultation group between management, staff and representatives is being established to take forward a review of current staff shift and rota patterns to minimise downtime and the requirement for overtime usage.

Patterns of use of Casual and/or Agency workers:

The cost of casual employment within the Service increased over the past 2 years. The table below shows casual hours worked and costs over the past 3 years.

2014/15		2015/16		2016/17		2017/18 (Apr-Oct)	
Units	Cost	Units	Cost	Units	Cost	Units	Cost
87576.83	£878,963.99	104537.36	£1,057,796.69	104048.47	£1,078,138.19	55327.69	£582,652.81

The two main areas of service delivery using casual workers are Adult Care homes and Care and Support at Home.

The use of agency workers was necessary to maintain service delivery as a result of a temporary increase in absence amongst senior management where the necessary skills and experience were not available in-house. Although this cost currently continues, work is underway linked to locality working requirements to identify and seek to recruit management roles on a permanent basis.

Skill Profile:

The Adult Services workforce is a predominantly qualified workforce with most job roles and functions subject to registration with SSSC. The services fall into 2 groups with an Assessment and Care Management service focus and a service provision focus.

The Assessment and care management part of the service consists of professionally qualified community care workers and social care officer posts. The social care officer posts can be described as community care support.

The qualifications for the provider/provision services are directed by the Regulation of Care (Scotland) Act 2001 and the specific qualifications for the related SSSC parts of the register.

The largest proportion of staff is Care and Support at Home, followed by Adult Care Homes and Day Care Services. There are also specialist services and project teams.

Skills and knowledge are maintained and developed across this distinct workforce in a variety of ways including;

- CPD seminars
- Bespoke staff training through inhouse SVQ Assessment Centre
- Conferences
- New Systems training
- Staff engagement sessions
- Council Online learning, OLLE
- Half day and one day courses

Social Work Adult Services has a SVQ Assessment centre that provides the full range of Social Services and Heath Care awards in-house for our staff. From SVQ2 for support worker/home care staff to the Leadership and Management in Care PDA award (SCQF level 10).Initial exploratory work has been undertaken with Falkirk Forth Valley College with the aim of developing a future career pathway for staff within Adult Services.

Equality Profile:

Gender	Emp Count	%	Ethnicity	Emp Count	%	Disability	Emp Count	%
Male	104	11.0%	Asian Chinese	1	0.1%	No	600	63.4%
Female	843	89.0%	Asian Indian	1	0.1%	Yes	22	2.3%
			Asian Other	1	0.1%	Unknown	325	34.3%
			Black African	1	0.1%			
			Mixed	2	0.2%			
			White English	23	2.4%			
			White Irish	8	0.8%			
			White Northern Irish	3	0.3%			
			White Other	6	0.6%			
			White Other British	3	0.3%			
			White Polish	2	0.2%			
			White Scottish	762	80.5%			
			Unknown	134	14.1%			
Grand Total	**947**	**100%**		**947**	**100%**		**947**	**100%**

The workforce is female dominated. Work requires to be done to better understand the make up of Social Work Adult Services in both Ethnicity and Disability, although employees cannot be forced to provide this information.

Location:

The Service operates across a wide number of locations. It is intended to review this as part of move to the locality model which is illustrated below:-

1. *Falkirk Town (Central)*
2. *Bo'ness, Grangemouth and Braes (East)*
3. *Denny, Bonnybridge, Larbert and Stenhousemuir (West)*

SECTION 3: CHALLENGES, CHANGES AND OPPORTUNITIES

Internal and external factors which may affect future service delivery in the Service, over the next three to five years, have been considered below under the priority areas outlined in the Council's Corporate Plan:

- **People**

Health and Social Care Integration

The integration of health and social care has seen the establishment of the Health and Social Care Partnership to ensure we provide joined up and seamless support and care to people in our communities. Integration brings a requirement under legislation to establish a locality model. This is a time of significant service challenge and change. A perceived lack of communication from the Partnership of the vision for the integration of Health and Social Care structure has resulted in uncertainty for staff in terms of how they fit into the new localities.

Community Empowerment (Scotland) Act 2015:

This Act gives communities a number of rights, and places a duty on a number of public authorities including the Council, NHS Health Board and HSCP to improve the quality of lives of people living in disadvantaged areas.

Communities must be engaged by the Community Planning Partnership when Local Outcome Improvement Plans (i.e. strategic plans) and Locality Plans (i.e. Community Action Plans) are being developed. Community Planning places the Community Planning Partnerships on a statutory footing and imposes duties on them around the planning and delivery of local outcomes, and the involvement of community bodies at all stages of community planning. There is also a duty to publish annually how it has engaged with communities and responded to participation requests and asset transfer requests.

The Act also says that communities should be given a direct say in allocation of public resources, providing a mechanism for communities to have a more proactive role in having their voices heard in how services are planned and delivered. Community groups can start a dialogue with a public service provider about issues that are important to them.

Any proposed changes for integrated services that may evolve through partnership working will involve the need for staff to work with Community Planning Partners and the Third and Independent Sectors to develop local services and support, including the need for community engagement.

Budget Provision

At national and local government levels, the current financial environment means that we have to make the best of the resources that we have. In addition it is likely that the impact of leaving the EU will place a particular pressure on the social care landscape.

The Falkirk Health and Social Care Partnership which includes Falkirk Council Adult Services and NHS, currently has a revised budget base figure of c£208 million. The current projection for the Partnership combined budget is an overspend of c£2m resulting from the NHS budget. The Partnership is in a transitional phase with significant structural change anticipated in 2018/19 and 2019/20. In March 2017, the Integrated Joint Board agreed to remit £1m of partnership funding to effect action, increase pace of change and improvement within key priority areas aligned with the Strategic Plan. As Integration progresses it is recognised that the service will see significant change over the next few years linked to Strategic outcomes.

A breakdown of staffing budget costs across the various services within Adult Services may be seen in the table at Appendix 7.5.

The Partnership has a significant financial challenge ahead to deliver improved outcomes for patients/service users, unpaid carers and communities in a climate of growing demand with limited resources. Work is already underway in a number of areas to address this including:

- Pressures facing Adult Social Care currently result from an increase in external home care provision amidst increasing private sector competition. - The home care review group is developing an action plan to look at a number of aspects of both internal and external home care provision.
- A number of key projects relating to Discharge to Assess are underway. The Discharge To Assess work currently outsourced to the independent sector is to be discontinued with effect from the end of May 2018, following which it is intended that this work will be brought in house. This decision will impact on the workload of the 24/7 team within the care at home service who will be required to resource this work going forward. A transition plan is to be developed for the successful transfer of this work.

Sustainable Workforce

- Over 65% of the current workforce within the next 5 years will be over the age of 50, presenting the risk of staff leaving the Service with resultant loss of knowledge and experience to the sector. Budget pressures and uncertainty of unknown locality structures also increases risk of staff turnover.
- Succession planning needs to be considered, including use of current graduate and apprenticeship programmes/career progression mapping and innovative recruitment strategy options, engaging with communities/colleges and schools to attract people through different avenues. A review and consistent approach by managers to the use of the APDS scheme, particularly personal development plans to identify and address individual as well as service development needs may enhance succession planning and reduce perceived differences in learning and development opportunities.

Growing Population & Wider Demographics in Falkirk

- The areas population is expected to continue to grow towards 2020 – placing additional demands on infrastructure and our services. The Falkirk area has an ageing population with significant implications for service provision.
- There are also currently over 15,000 people providing unpaid care in Falkirk, 9.7% of the local population. The Falkirk Health and Social Care Partnership provide funding for a number of projects to this sector, including carer staffing. In the event of a change in funding availability this would have a knock on effect to staffing and potential service delivery for this sector.

- With an ageing, increasingly dependent service user base, the workforce will have to develop their skill levels in a range of areas, for example: medication management; applying treatments; assessment of service user changes etc.
- Whilst the concept and application of reablement is familiar in some parts of the service it is less so in others. Thus there is a significant staff development and skills upgrade required to meet future needs.

Mental Health Care & Treatment

It is recognised that with an increasingly ageing population in Falkirk there is a need to increase capacity and capability of staff to deal with dementia. This will be considered as part of the process of redesigning the delivery of services as an Integrated Health and Social Care Partnership

New Technology

We are increasingly using digital technology and social media to engage with our service users as this enables us to provide them with information through multiple communication media and in a more interactive way.

- We are investing in some of the key systems we provide to customers such as ADL Smartcare, retendering SWIS system to ensure effective use of budget and enablement for service users and carers. System change impacts on the public; service users; partners and staff, requiring the need for education and engagement, as well as associated outlay costs and project management.
- The ADL Smartcare online tool will empower user self assessment, pointing the way to valuable information sources and support available dependent on individual needs. The introduction of the system will enable greater focus and prioritising of more complex user needs, reducing current waiting lists and assist the enablement agenda.
- A single shared assessment online record system trial across the East locality has enabled greater collaboration between social work and health staff which has seen benefits for service users in terms of service efficiency. Although usage is varied, it is anticipated that following the completion of the trial this approach will be adopted throughout all 3 localities.
- Investment in a switch from analogue to digital technology within the MECS function is being progressed within the service, with the project being resourced from within the MECS service. As people are living longer and through the reablement agenda will continue to live within their own homes for longer, the impact of demand for out of hours activation is likely to steadily increase, with implications for staff resources and MECS technology provision.
- In line with the 'Council of the Future' Rock Solid Technology theme, we will make the best use of information and communications technology (ICT) to support the delivery of secure

- and cost effective digital services. In order to continue to progress and develop new technical solutions an element of skills transference and upskilling is required.
- Issues such as digital filing, teleconferencing, use of mobile devices and the implementation of new external and internal systems will need to be addressed within 1-3 years.
- New technology also enables staff to work in a more flexible and agile manner. The introduction of the electronic scheduling system within homecare is enabling greater performance management gathering for the homecare teams and managers. As integration progresses the requirement for greater use of shared systems can increase collaboration and ultimately better and more efficient outcomes for service users.

Carers Act

- The new Carers (Scotland) Act 2016 will come into force on 1st April 2018 and sets out the rights of carers and will replace parts of existing legislation that supports unpaid carers. The Act will make it simpler for carers to be identified as needing support with their caring role, and will make getting this support easier.It also includes a duty to involve carers in Hospital Discharge Planning and the publication of Local Carers Strategies with carers, setting out how they will provide services and support to carers in the future.
- Falkirk Council and NHS Forth Valley have asked Falkirk Health and Social Care Partnership (HSCP) to lead on this work and a Steering Group has been established to take forward preparations for the implementation of the Act from April 2018. Staff are currently involved in consultation in relation to the Act and Eligibility Criteria. An additional temporary Project Officer resource is to be appointed to help co-ordinate the requirements of the Act within the service.

Scottish Social Services Care Registration (SSSC)

Over 300 of our care at home frontline staff are now required to complete registration with the SSSC from 2nd October 2017 and must have fully registered by 2020. Through registration requirements staff are also required to agree to complete professional SVQ2 level qualification standard within timescales set out by the SSSC.

An internal workinggroup has been set up to review the online registration requirements for SSSC and plan facilitation sessions for staff to assist with the process of registration where additional support may be required. The facilitated sessions are planned to be completed by December 2018. The administration associated with this exercise will impact on staff time and resources from training staff, homecare and service managers who are required to endorse the online registration staff application process.

Eligibility Criteria

As a result of this review, the focus of intensive resources will be on those with critical and substantial levels of need. This will result in a change in staffing requirements with less requirement for traditional homehelp support over the next 3/5 years.

The focus will move to personal care and supporting individuals to find their own solutions. The homecare review group are assessing the current demand for personal carer support services. This approach will require a change of skillset for assessment/ planning.

Self-Directed Support

Self -Directed Support-Social Care (Self-directed Support) (Scotland) Act 2013 – This provides people who are supported with more control over the support received. It is likely that this will impact on demands on many areas of the service e.g. day Services and Homecare and will result in a reduced staffing requirement. Service areas will, however, require to be flexible to adapt to fluctuating demands.

The ADL Smartcare online tool currently being developed and to be launched early in 2018, will assist Adult Services with delivery of a self-directed support approach. It is anticipated the online service will reduce the backlog of people awaiting support from social services, allowing prioritisation of more specialised care provision.

- **Place**

Strategic Property Review

A strategic property review is currently being led by Falkirk Council's Development Services team. This review will consider future Falkirk Health & Social Care Partnership in scope services and explore the use of hubs and joined areas for locality working.

Day Care Services

In –house provision services need to be reviewed in the context as to whether they are the most cost effective in service delivery and whether they are fit for purpose in an enablement, re-ablement and self-directed support environment.

In-house day services are primarily but not exclusively buildings based, traditional Monday to Friday 8.30am to 3.30pm /4pm service provision. A review of Day Care Services supporting the redesign of the services, in consultation with partner groups and staff is currently underway. The potential

closure of 2 units will impact on staff in terms of relocation. Wider change is also required in moving towards a different way of service delivery across day services to better meet needs of individuals, linked to use of community resources.

Homecare Service Review

A homecare service review is currently underway to ensure the service meets future service need and demands. Work is currently ongoing to improve the efficiency and effectiveness of service provision, to meet the future enablement agenda principles and the increasingly complex needs of service users. This is likely to have implications for the workforce in terms of working arrangements.role development, with potential associated demands for resourcing, linked with increased training demands.

Care Inspectorate

The Care Inspectorate is the national regulator for care services in Scotland; they inspect the social work services provided by local authorities and carry out joint inspections with partner organisations.

The level of quality standards within our care at home service from our inspection in 2017 was reduced in 2 areas. An action plan has been drafted by the service to implement improvement changes prior to the next inspection.

PARTNERSHIP

Health & Social Care Integration

The integration of health and social care has seen the establishment of the Falkirk Health and Social Care Partnership. The main purpose of the Partnership is to ensure that we provide joined up and seamless support and care to people in our communities who need services.

This also allows a unique opportunity to work in a truly integrated way and will ensure our partnership meets our strategic vision to "enable people to live full, independent and positive lives within supportive communities". The social care workforce has many different employers in local government and in the third and independent sectors. Volunteers and unpaid carers also play an important role as part of local assets and support to the employed workforce.

At a local level Falkirk Council and NHS Forth Valley will continue to build on common practices to provide better more integrated adult health and social work care services. The Integrated Workforce Plan provides a strategic approach to engaging with and developing our workforce and our partnership with the following aims:

- To develop workforce plans which describe the current workforce profile, the roles, skills and abilities needed to deliver the strategic objectives and outcomes for the partnership.

- To support role development which focuses on the needs of the service users and the available skills whether specialist or general. This is likely to involve a change in focus within many roles. For example, within Homecare, there may be a stronger alignment with community nursing resulting in a need for further training and potential grading issues.

- To develop a multi-skilled workforce, who are engaged and involved, and have the professional skills, the aptitude and drive to take a team approach to service delivery and improvement.

- To develop leadership capability and capacity at every level of the partnership.

- To develop and sustain organisational structures and processes which enable the right balance of accountability and assurance, and also encourage our workforce to deliver services which can change, evolve and innovate to meet the challenges ahead.

Working in true partnership with our NHS colleagues to deliver integrated care continues to progress slowly. Locality development workshops in the 3 localities with colleagues across NHS, homecare, social work, independent, third and carer centres, coming together has provided the opportunity for networking and sharing of contact information. The development sessions have facilitated knowledge sharing and increased awareness of the varied services amongst the audiences present.

All have found the sessions to be beneficial and have provided more efficient outcomes for our service users through the trial of single shared assessment.

There remains, however, a lack of an element of trust by both organisations and a willingness to work together to achieve a better experience for our communities rather than legislation forcing the change. Work needs to continue to develop trust and a willingness to work in true partnership.

As integration progresses teams and services move to an integrated model of working this will require OD support to ensure success. To support an integrated way of working, co-location for teams wherever possible is to be considered and this will need to be planned and require relevant staff and representative consultation throughout the change process.

Voluntary Sector

CVS Falkirk & District is recognised by Scottish Government and Falkirk Community Planning Partnership (CPP) as the third sector interface for the Falkirk area.

It includes community groups, voluntary organisations, charities, social enterprises, co-operatives and individual volunteers. Third sector organisations provide valuable services that would otherwise

not be available; these organisations also have a direct financial impact on the local area, in terms of funding, employment, and volunteer opportunities. The Falkirk Health & Social Care Partnership also provides funding to a number of stakeholders within this sector.

SECTION 4: DEFINING FUTURE WORKFORCE REQUIREMENTS AND GAP ANALYSIS

The new locality workforce structure model for Health and Social Care Integration is currently being developed; therefore it is difficult to quantify impact on staffing increases/decreases likely over the next 5 years. Information in relation to likely costs/savings will need to be determined once the budget and final locality model has been agreed.

Workforce Development:

Leadership/Management Development

The Council's 'Council of the Future' framework is to enable the delivery of the Council's ambitious programme of organisational, service and cultural change linked to the Council's priorities and budget strategy. The Council aspires to be innovative, responsive, trusted and ambitious. To make this happen, it was recognised that fundamental changes were required in the way the Council works at a strategic and operational level and that there would need to be a clear cultural change in the way we lead and manage this bold change programme. Within the Falkirk Health and Social Care Partnership, the integrated workforce plan also identifies the need to develop leadership capability and capacity at all levels of the Partnership.

- Leadership development needs are being met via the Council's 'Council of the Future' programme. All Chief Officers and Service Unit Managers will attend quarterly Leadership Forums and provide and receive 360 degree feedback based on the values of the organisation. The 360 feedback will be carried out bi-annually. They will also attend OD workshops and develop their own Gold Standard action plan. This is a tailored personal action plan which will include feedback from the 360 and actions following the workshops. It is not presumed that each person would have the same development needs although there will be some common areas. Each person has to follow through with their plan in consultation with their line manager.
- The workshops will be on the subjects of Change, Leadership & Vision, Recognition, Communication, Skills Development and Coaching. The workshops content have been determined following feedback from the employee engagement and listening events carried out throughout the organisation.

General Development

The recent Employee Engagement Survey Falkirk Council Adult Services feedback highlighted the following:-

5. Dealing with Change - 41.2% of Adult Services respondents are aware of the Council of the Future programme, lower than the Council rate of 49.9% and almost 73% felt they are unsure what change means for the organisation and would like to know more. 58.4% agree they would like to be more involved in the changes taking place.

6. Teamwork: From the same survey, 56% of respondents agree or strongly agree their team has good team spirit (this compares with 64.4% for the Council as a whole). 88.3% agree their team is committed to providing a good service; however there is a drop when asked if they feel part of the team working towards shared goals - 62% which is similar to the Falkirk Council response. These represent areas for improvement. Engagement with the homecare staff through Chief Officer & Service Manager briefings has resulted in the development of a communications strategy for the service which includes regular team meetings, and the use of a standard agenda including a senior management information cascade to enable consistency of communication and enhance teamwork across the service.

7. Communication – Only 48.2% respondents in the survey feel well informed about matters affecting their work and 35.9% feel there are effective ways to feedback their views; this is an area where the Service can look to improve and will be addressed via the development of a communication strategy.

8. Involvement – 66.2% agreed or strongly agreed that they are supported by their manager in the decisions they make but only 43.5% agreed or strongly agreed that they are involved in reviewing and identifying service priorities and planning, clearly an area for improved engagement as integration progresses. Empowering and recognising employees is a key element of the Council of the Future project. The results of the engagement survey and Council of the Future staff engagement events highlight this as an area for improvement within the Service. 95.8% of Adult Services staff feel their job is important (higher than the Falkirk Council response of 87.6% but only 49.8% feel valued for the work they do, which is lower than the Falkirk Council rate of 51%.

Outwith this, balancing workforce pressures and maintaining staff morale through what will be a significant period of major change will also have to be addressed. The use of the Resilience solution toolkit designed to help employees develop their ability to "spring back" from life's challenges and unexpected stressful events as a health and wellbeing agenda is being explored. The focus with this support is on three primary areas associated with better resilience, attitude, skill set and lifestyle. Work in relation to how this service is envisioned will sit within wider context of leadership and management training is to be considered further.

We must aim to:

- ensure that there are sufficient skills available within the workforce, particularly in the below 50 age bracket range to ensure succession planning. This includes reviewing measures to encourage access for younger people continuing to "grow our own" and using internal coaching and mentoring and leadership development in order to increase the skills of our current workforce; develop professional and technical skills to adapt to changing demands.

- ensure the identification of appropriate skills development through the consistent use of APDS across the Service. An important aspect of Council of the Future is to ensure that our workforce is skilled. When asked if they are involved in identifying and reviewing learning and development needs, 57.5% of Adult Services staff agreed or strongly agreed. In the last 12 months 35.9% have agreed a Personal Development Plan and 58.3% have had opportunities to learn and develop. Consideration should be given to improving further on current performance. Development and upskilling of staff will be required to enable delivery of the partnership enablement agenda.

- Assist all care at home support staff to complete online SSSC registration, along with ongoing role development, ensuring professional service delivery.

- Through the workforce strategy development work identify current vs future workforce skill needs. Where gaps exist ensure development of longer term training needs/planning to develop a multi-skilled workforce who are engaged and involved, and have the professional skills, the aptitude and drive to take a team approach to service delivery and improvement.

- To support role development which focuses on the needs of the service users and the available skills whether specialist or general. This is likely to involve a change in focus within many roles. For example, within Homecare, there may be a stronger alignment with community nursing resulting in a need for further training and potential grading issues.

In addition to the above, also within the same survey staff within Adult Services were also asked to provide feedback in the following areas for the Integration Joint Board:-

1. 40.9% of staff agreed or strongly agreed there is a clear vision for older people's services with a shared understanding of the priorities. 28.8% agree or strongly agree that the quality of services offered to people, jointly, by partner's staff improved over the past year.

2. 32.8% agree or strongly agree that there is a coherent strategy to gather and use data to improve outcomes while only 23.4% agree the priorities set at partnership, team and unit levels reflect jointly agreed plans. This suggests a need to refresh work in relation to clarity of vision and integrated strategic planning.

A Survey Action Plan is being developed with the involvement of all Service Managers which will seek to improve on main themes such as Communications; Teamwork; Learning Development Feedback and Performance.

WORKING ARRANGEMENTS

Mobile/Flexible Arrangements

Given the strategic property review and the Council of the Future 'Anytime, Anywhere' project, mobile and flexible working will be encouraged where possible. Currently only 54.3 % of respondents within our Service agree that they are encouraged to work in this way. Many areas of our Service are frontline and are therefore limited in terms of their ability to work flexibly. However in other areas, the roll out of Citrix has encouraged greater flexibility. ICT needs to be able to support an integrated infrastructure moving forward.

Technology/ Digital

In order to continue to progress and develop new technical solutions an element of skills transference and upskilling is required. Only 60.9% felt they have the right equipment and support to do their job, compared to 65.8% for Falkirk Council.

Issues such as digital filing, teleconferencing, use of mobile devices and the implementation of new integrated shared systems will need to be addressed within 1-3 years.

Smart Working/ Smart Travel

The Council of the Future programme ' Smart Working/ Smart Travel' looks to reduce car mileage by introducing new ways of working through shared transport and technology solutions. The use of pool cars will be expanded within the Service although this will require additional charging points for electric vehicles. The increased use of pool cars and the introduction of a travel hierarchy to encourage employees to consider alterative options to travel e.g. virtual meetings will require behavioural change and therefore further engagement with employees. As part of this programme 20 pool cars will be assigned to Adult Services with effect from April 2018, 16 of which will be within the Care at Home Service.

Review of Working Arrangements

We continue to review our service to ensure that we are delivering effective and efficient services. A review of working patterns within care at home frontline staff will be undertaken in consultation with management; staff and union representative in the early part of 2018.

SECTION 5: REALIGNMENT OF WORKFORCE AND TRAINING

Action	Description	Planned Outcome	Action/Owner	Start Date	End Date
1. To review current equality statistical information held on Council workforce via resourcelink	Encourage employees to provide equality information within Myview	Improve the information held and provide clearer management information to help improve managing information available	HR	Feb 2018	June 2018
2.Develop succession planning across SWAS	As Integration model develops identify areas of future skills shortage and develop succession strategies including reviewing trainee and apprenticeship programmes	Ensure that Service develops workforce which is fit for future and increases number of young people	CO/HofS/ Service Managers	April 2018	March 2019 /ongoing
	Ensure consistent application of APDS scheme/development plans to identify and develop leaders/manages of the future	Ensure that leaders/managers are ready/capable of demands of higher level posts as they become available	CO/HofS/ Service Managers	April 2018	April 2019/ ongoing
	Formalise coaching and mentoring opportunities to increase skills base and assist with succession planning	Increased skill base and knowledge sharing	CO/HofS/ Service Managers/HR	April 2018	April 2019/ ongoing
	Review pay and grading structure and benefits package to ensure it remains competitive and fit for purpose	Revised structure and pay structure which is fit for future	HR	April 2018	April 2019/ ongoing

3.Improve recruitment and retention difficult to fill posts across service	Develop smarter targeted recruitment and retention strategies for difficult to fill posts	Ensures that the Council has a workforce which is fit for future	HofS/Service Managers/HR	April 2018	March 2019
	Review of temporary contracts, ensuring sufficient flexibility remains where necessary	To improve retention by improving employment stability for relevant employees	Co/HofS/Service Managers/HR	Ongoing	Ongoing
4.Improve attendance levels across the service	Undertake quarterly reviews of absence	Sickness levels achieve target of max of 5.5% absence	CO/HofS/ Service managers/HR	Ongoing	Ongoing
	Ensure all managers have undertaken Absence Management training	To ensure the consistent application of the Council's Managing Sickness Absence Policy	CO/HofS/ managers/HR	Ongoing	Ongoing
		To ensure that we are delivering effective and efficient service for our services users	CO/HofS/ Service Managers/HR	Ongoing	Ongoing
	Promote work life balance	Improves morale/motivation of the More effective use of resources / improved access/improved morale and motivation of the workforce	CO/HofS/ Service Managers/HR	Ongoing	Ongoing
5.Implement programme of review & reform of all service functions linked to Integration	Carry out review of all service functions against agreed principles/criteria, including consideration of alternative models of service delivery, shared services, partnership protocols and policies for integrated working	Ensure that workforce capable of responding to changing demands in service delivery	CO/HofS/ Service Managers	April 2018	Dec 2018/ ongoing

6.Review training & development requirements to ensure that our workforce are fit for the future	Ensure consistent application of APDS scheme/development plans to identify training needs to respond to changing demands including eligibility criteria & enablement agenda	Ensure workforce have right support, skills & ability to respond to service demands	CO/HofS/ Service Managers	April 2018	April 2019/ ongoing
7.Support increased mobile flexible working & facilitate the innovative use of new technology to deliver future services more efficiently	Provide a plan of support for the "people" aspect of the roll out of mobile flexible working. Work with ICT to address system issues	More effective use of resources / improved access/improved morale and motivation of the workforce	CO/HofS/ Service Managers	Ongoing	March 2019
	Design & deliver cultural change programmes for all teams undertaking MFW	Ensure right support for workforce to support change	CO/HofS/ Service Managers/ Development Teams	Ongoing	Ongoing
	Provision of appropriate training & cultural changes to facilitate increased development & use of digital interaction	More effective use of resources/ improved access	CO/HofS/ Service Managers/ Development Teams	Ongoing	Ongoing
8.Develop leadership skills to ensure that managers can lead and implement change successfully	Continued implementation of leadership Forum Facilitate 360 feedback for all COs and Service Managers Resilience toolkit available to support managers/staff	Increased skillset and supports succession planning	CO/HofS/ Service Managers/ Council of Future Programme	Ongoing	March 2019/ ongoing
9.Improve communication & engagement across the service	Establish working group to consider actions from staff engagement survey	Improved communication /team working/ability to deal with change across the service	CO/HofS/ Service Managers	Ongoing	Ongoing

	Ensure that team meetings are held on a regular (monthly basis) across service areas with Council of the Future/FHSCP standing item	Improved communication	CO/HofS/ Service Managers	Ongoing	Ongoing
	Ensure employee engagement in service planning process through team meetings	Increased staff communication and engagement	CO/HofS /Service Managers	Ongoing	Ongoing
10. Progress programme of review of Homecare service	Establish working groups to consider and progress priority improvement actions for homecare review	Improved efficiency and effectiveness of service to meet future demands/ enablement agenda	CO/HofS/ Service Managers/HR	Ongoing	Dec 2018
11. Progress Day Services Review & Implement new Day Care Services Model	Establish working groups to consider priority actions for Day Services	Improved efficiency and effectiveness of service to meet future demands/enablement agenda	CO/HofS/ Service Managers/HR	Ongoing	Ongoing
12. Develop & Implement Locality Model across the Partnership	Establish working groups to progress development and implementation work	Stakeholder engagement	CO/HofS/ Service Managers/HR /OD/Staff Reps	Ongoing	Ongoing
	Ensure effective stakeholder engagement and consultative approach throughout development and implementation	Right resources, right skills to effectively achieve partnership outcomes for service user needs	CO/HofS/ Service Managers/HR /OD/Staff Reps	Ongoing	Ongoing

SECTION 6: EVALUATION AND REFRESH OF THE WORKFORCE PLAN

This Service Workforce Plan covers the period April 2018 to March 2022; however, it is considered a 'live' document and will be reviewed regularly against any changes to our Service delivery plans. The Service along with the corporate management team will be responsible for monitoring the plan.

HR20L00006 — Social Work Adult Services

HR30L00033 — Community Care

HR40L00076 — Community Care 1
- HR50L00146 — Burnbrae
- HR50L00148 — Community Day Care
- HR50L00154 — Cunningham House
- HR50L00147 — Grahamston House
- HR50L00149 — Joint Dementia Initiative
- HR50L00161 — Summerford
- HR50L00152 — Community Care 1 Casuals

HR40L00077 — Community Care 2
- HR50L00199 — Home Care 24/7
- HR50L00144 — Housing with Care
- HR50L00142 — Long Term Team
- HR50L00143 — MECS
- HR50L00290 — Resource Team
- HR50L00153 — Community Care 2 Casuals

HR40L00078 — Community Care 3
- HR50L00168 — Adult Support & Protection
- HR50L00151 — Boness / Grangemouth Community Care Team
- HR50L00279 — Brockville Community Care Team
- HR50L00277 — Camelon Community Care Team
- HR50L00278 — Denny Community Care Team
- HR50L00156 — Hospital Community Care Team
- HR50L00150 — Meadowbank Community Care Team
- HR50L00157 — Community Care 3 Casuals

HR40L00079 — Community Care 4
- HR50L00160 — Joint Loan Equipment Scheme

HR40L00039 — Community Care 5
- HR50L00134 — A.S.S.E.T.
- HR50L00132 — Bainsford Day Centre
- HR50L00135 — Caledonia Clubhouse
- HR50L00133 — Camelon Day Centre
- HR50L00204 — Denny Day Services
- HR50L00159 — Dundas Day Centre
- HR50L00131 — Oswald Avenue Day Centre
- HR50L00136 — Rowans
- HR50L00137 — Torwoodhall
- HR50L00286 — Community Care 5 Casuals

HR40L00080 — Community Care 6
- HR50L00138 — Integrated Mental Health
- HR50L00139 — Learning Disabilities
- HR50L00145 — Sensory Impairment
- HR50L00158 — Community Care 6 Casuals

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Breakdown of Grades

Designation	A	B	C	D	E	F	G	H	I	J	K	L	M	N	CO1	CO3	CO4
ACTIVITY THERAPIST					1												
ASSISTANT COOK			1														
ASSISTANT RESOURCE CENTRE MANAGER									5								
CARE & SUPPORT AT HOME TRAINING OFFICER									1								
CARETAKER			1														
CHANGE FUND SUPPORT OFFICER								1									
CHIEF FINANCE OFFICER H&SC P'SHIP																	1
CHIEF OFFICER HEALTH & SOCIAL CARE PSHIP															1		
CLERICAL ASSISTANT			2														
COMMUNITY CARE WORKER									69								
COOK			3														
CUSTOMER ADVISOR/CLERICAL			1														
DAY CARE ASSISTANT					3												
DAY CENTRE ASSISTANT					24												
DAY CENTRE OFFICER							32										
DEVELOPMENT OFFICER								1									
DEVELOPMENT WORKER									2	2							
DOMESTIC ASSISTANT		5															
DOMESTIC ASSISTANT 2		22															
DRIVER/HANDYPERSON		3															
DRIVER/STOREPERSON			4														
EARLY ONSET SUPPORT WORKER					2												
GARDENER/LABOURER	1																
HEAD OF SOCIAL WORK ADULT SERVICES																1	
HOME CARE LIAISON OFFICER					2												
HOME CARE MANAGER								9									
HOME CARE MANAGER (24/7)								9									

Role	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16
HOME CARE MANAGER (RESOURCES TEAM)								2								
HOME SUPPORT WORKER				5												
HOUSING WITH CARE DOMESTIC		9														
HOUSING WITH CARE MANAGER								1								
HOUSING WITH CARE WORKER				31	1											
HOUSING WITH CARE WORKER SUPPORT				8												
HOUSING WITH CARE WORKER SUPPORT (REABL)				2												
HR ADVISER/BUSINESS PARTNER								1								
INFORMATION OFFICER							1									
INTEGRATED CARE FUND CO-ORDINATOR													1			
KITCHEN ASSISTANT		1														
MANAGER								1	1	2						
MANAGER (LEARNING DISABILITY DAY CENTRE)										2						
MEALS ON WHEELS DRIVER		7														
MECS RESOURCES ADMINISTRATOR							1									
MECS RESOURCES CO-ORDINATOR							1									
MENTAL HEALTH OFFICER								4								
MOBILE OPERATIONS CO-ORDINATOR							1									
MOBILE WARDEN 2 (ANNUAL)				1												
MOBILE WARDEN 2 (DAYS)				14												
MOBILE WARDEN 2 (NIGHTS)				10												
MODERN TECHNOLOGY IMPLEMENTATION OFFICER								1								
MOVING & HANDLING TRAINER						1										

Role													
NIGHTSHIFT SUPERVISOR					5								
PERSONAL CARER			140										
PROGRAMME MANAGER												1	
PROJECT DEVELOPMENT MANAGER										1			
PROJECT WORKER						3							
PROJECT WORKER (DEMENTIA)								2					
RECEPTIONIST		1											
REHAB CARER			12										
REHABILITATION OFFICER							1						
REHABILITATION WORKER (DEAF)							1						
RESOURCE CENTRE MANAGER										4			
RESOURCE CO-ORDINATOR					12								
SECRETARY				1	1								
SENIOR CARER				16									
SENIOR COOK				8									
SENIOR DAY CENTRE OFFICER							2						
SENIOR HOUSING WITH CARE WORKER				4									
SENIOR MOBILE OPERATIONS CO-ORDINATOR									1				
SENIOR PROJECT WORKER							1						
SENIOR SOCIAL CARE WORKER							11						
SENIOR SOCIAL CARE WORKER (NIGHTS)							4						
SENIOR TECHNICIAN						1							
SENIOR WORKER									16				
SENIOR WORKER (24/7)									1				
SENIOR WORKER (LONG TERM TEAM)									1				
SENIOR WORKER (RESOURCES TEAM)									1				
SERVICE MANAGER												3	1

SERVICE MANAGER - BUSINESS MANAGEMENT												1					
SOCIAL CARE OFFICER						42											
SOCIAL CARE WORKER						98											
SOCIAL CARE WORKER (DAYS)						1											
SOCIAL CARE WORKER (NIGHTS)						29											
SOCIAL WORKER								5									
STOREPERSON/DRIVER			2														
SUPPORT NIGHTSHIFT SUPERVISOR						1											
SUPPORT WARDEN 2 (ANNUAL)				4													
SUPPORT WORKER			1	5													
SVQ ASSESSOR						1											
SVQ ASSESSOR CARE & SUPPORT AT HOME						1											
SYSTEMS CO-ORDINATOR							1										
TEAM MANAGER												16					
TEAM MANAGER DEVELOPMENT												1					
TECHNICIAN						2											
TELECARE SUPPORT WORKER					2												
TRADITIONAL HOME HELP			163														
WAKEFUL NIGHT DOMESTIC		10															
Grand Total	1	57	177	236	60	194	38	48	92	23	9	18	5	1	1	1	1

Allowances

	2014/15		2015/16		2016/17		2017/18 (Apr-Oct)	
	Units	**Amount**	**Units**	**Amount**	**Units**	**Amount**	**Units**	**Amount**
Call Out (No Standby)	19	£343.18	20	£362.00	28	£506.80	2	£36.84
Call Out (On Standby)	120	£1,578.94	131	£1,723.96	204.1	£2,685.96	222.02	£2,975.15
Car Mileage (Non-Taxable)	725218	£326,348.10	720237.4	£324,090.45	656236	£295,063.61	367119	£165,203.55
Car Mileage (Taxable)	78506	£35,327.70	81962	£36,882.90	76287	£34,329.15	51545	£23,195.25
Craft Standby - Sunday / PH	0	£0.00	3	£70.98	0	£0.00	0	£0.00
First Aid Allowance	0	£6,840.00	0	£5,692.26	0	£5,280.97	0	£2,938.00
Night Allowance	8701.52	£30,890.17	9796.96	£35,746.36	9821.98	£37,080.80	5178.33	£19,655.00
Night Work Allowance (Night Shift Allow)	95588.41	£342,732.42	92200.02	£335,627.98	85594.11	£321,817.95	47207.87	£178,248.84
Out of Hours (Unsocial Hours)	82968.87	£166,800.41	77672.88	£157,836.49	69484.23	£145,111.16	35885.65	£76,634.03
Overtime Night Allowance	0	£0.00	0	£0.00	19	£74.15	0	£0.00
SJC Standby - Saturday	64	£1,117.57	69	£1,215.83	104.1	£1,863.53	111	£1,997.19
SJC Standby - Sunday / PH	73	£1,737.41	85	£1,993.15	122	£2,975.86	118	£2,892.14
SJC Standby - Weekday	265	£2,174.53	339	£2,804.07	463.41	£3,895.36	428	£3,615.56
SJC Standby - Full Week	48	£3,949.80	38	£3,153.14	33	£2,784.99	16.25	£1,377.05
SJC Standby - PH in Full Week	2	£30.92	3	£46.61	2	£31.70	1	£15.85
Standby	0	£9,971.91	0	£11,465.47	0	£7,265.75	0	£0.00
Training Hours (Social Work)	5295.53	£47,050.36	4822.77	£42,788.41	3439.38	£30,915.24	2094.74	£19,292.57
Grand Total	**996869.33**	**£976,893.42**	**987380**	**£961,500.06**	**901838.3**	**£891,682.98**	**509928.86**	**£498,077.02**

Overtime

	2014/15		2015/16		2016/17		2017/18 (Apr-Oct)	
	Units	Cost	Units	Cost	Units	Cost	Units	Cost
Additional Payment	0.00	£0.00	0.00	£0.00	0.00	£1,957.97	0.00	£0.00
Call Out Overtime @ Time/Half	44.83	£514.42	100.53	£1,188.29	188.51	£2,329.46	0.00	£0.00
Day In Lieu	8,214.61	£73,722.56	7,896.54	£71,703.25	6,559.07	£60,316.54	2,465.77	£22,862.13
No Time Off @ Single Time	1,477.28	£13,172.93	1,138.32	£10,338.48	795.43	£7,226.32	199.26	£1,846.93
Overtime @ Double Time	1.10	£21.01	0.00	£0.00	0.00	£0.00	0.00	£0.00
Overtime @ Single Rate	0.00	£0.00	0.00	£0.00	839.15	£8,481.54	338.07	£4,260.83
Overtime @ Time/Half	27,518.32	£401,124.00	27,562.67	£395,496.79	17,095.92	£254,442.96	7,165.94	£107,277.93
Overtime On Public Holiday	1,362.61	£26,499.44	1,432.51	£28,443.93	1,133.51	£22,920.42	540.36	£10,877.59
P/T Additional Hours	76,402.81	£739,485.04	74,433.82	£744,293.14	59,387.80	£615,981.54	29,462.94	£311,604.88
Temporary Overtime Rate	1,202.27	£11,019.30	1,063.15	£9,403.79	754.74	£7,364.06	1,010.93	£10,846.01
Grand Total	**116223.83**	**£1,265,558.70**	**113627.54**	**£1,260,867.67**	**86754.13**	**£981,020.81**	**41183.27**	**£469,576.30**

Adult Services Staff Costs

Division Description	17/18		18/19		19/20		20/21		21/22		22/23
Social Work Shared Services	468690		445340		462430		471610		480960		490490
SW Adult Out of Scope	785360		840070		870480		889770		914060		936060
Older People Services	6573440		6804550		7220730		7575930		7698110		7915650
Assessment & Care Management	3555860		3660920		3769110		3834000		3900040		3967280
Integrated Services	1445450		1487840		1531100		1558760		1586900		1615830
Care & Support at Home	11245920		11474380		11812640		12021000		12233090		12448940
Day Care Services	2590190		2667660		2747470		2797460		2848380		2900340
Service Management	1112510		1248620		1390350		1412340		1540090		1571510
Grand Total	**27777420**		**28629380**		**29804310**		**30560870**		**31201630**		**31846100**

FALKIRK COUNCIL

ORGANISATIONAL DESIGN PRINCIPLES - SPAN OF CONTROL

These key principles and management layers confirm the agreed Falkirk Council organisational design model for all Service structures. New structures and structures which are being reviewed should be designed using the principles contained in this guidance. Existing structures should, where possible be reviewed, to meet the minimum standards, however it is important to stress that posts should not be created to meet the minimum standards. This will ensure that Falkirk Council is best placed to meet future organisational challenges.

1.   **Organisational Hierarchy**

There should be no more than 6 structural layers below that of the Chief Executive. In some circumstances there may be fewer layers needed and this should be encouraged where possible. This is based on benchmark information and best practice.

There should be sufficient differences in the roles and responsibilities between jobs to justify different layers, which is also dependant on the nature of the service provision. The broadly defined layers are set out below:

Level 0	Chief Executive		
Level 1	Directors/Chief Officer HSCP	Grades CO1	Confirms priorities with the Chief Executive and Councillors/IJB
Level 2	Heads of Service	Grades CO 2-6	Designs services to meet priorities and leads direction
Level 3	Service Unit Managers	Grades M-O	Interprets service design, manages service standards and delivery
Level 4	Function Leads	Grades K-L	Manages service delivery/leads on a service specialism/co-ordinates the work of a professional team
Level 5	Section Leads	Grades H-J	Co-ordinates the work of the team and provides general leadership and support
Level 6	Supervisors/Section co-ordinator/Section support lead	Grades B-F	Supports the team to deliver the service objectives

The Council will actively work towards achieving this hierarchy in any structure re-design exercises. It will also consider its current structures and assess ways to achieve this hierarchy through voluntary means, e.g., voluntary redeployment, voluntary severance, etc, out with general structure re-design exercises, where this is possible.

2.   Span of Control

In designing service/team structures, the spans of control set out below are the targets the Council will aim for with regards to the scope of responsibility of officers. The Council will work towards these targets as new structure arrangements are implemented and/or as existing structures require to be reviewed. A higher or lower level of span of control does not therefore mean that the structure or an individual's grade within this is wrong, as the spans of control set out below are targets that the Council will work towards.

Level 0	Chief Executive	1:3 (+ 1 HSCP)
Level 1	Directors/Chief Officer HSCP	1:3 – 1:5 *
Level 2	Heads of Service	1:3 – 1:5
Level 3	Service Unit Managers	1:3 – 1:5**
Level 4	Function Leads	No more than 1:12 for professional/non front line staff and no more than 1:35 for operational staff. In determining the appropriate ratio, consideration will also be given to the supervisory posts below the layers to assess the reasonableness of the ratio***
Level 5	Section Leads	
Level 6	Supervisors/Section co-ordinator/Section support lead	

*   This relates to the Director to Head of Service ratio

**   It would be anticipated that those on Grade O would be at the higher end of the span of control.   There will be no Grade M posts reporting to Grade N posts.

***   When applying the framework, consideration should be given to the following indicators, which will help determine the ratio required:

- The nature and complexity of the work
- Specialist nature of the task/project management
- Geographical dispersal of employees
- Degree and repetitive nature of task and availability of established rules and procedures
- Level of decision making, accountability and responsibility

Staffing responsibility:

- Grade O should have a sufficient span of staff responsibility and responsibility as a depute to one of the Council's statutory officers
- There will be no Grade M posts reporting to Grade N posts
- Grade M and N posts should have reporting structures with Grade K and/or L posts reporting to them (such posts may be permanent or temporary)
- Grade L, M and N posts should have staff responsibilities and structures designed to reflect this
- There may be specialist posts which merit Grade K but do not have any staff responsibilities
- There may be exceptional circumstances where specialist project management and development related posts merit a L or M. These will be the exception to the above and based on span of responsibility

It must be noted that whilst this paper sets out the design principles for the Council, all Grades for posts will be assessed and confirmed through the Council's normal job evaluation processes.