

South Ayrshire Council

**Report by Director of Strategic Change and Communities
to Cabinet
of 29 November 2022**

Subject: 2022-25 Council Workforce Plan

1. Purpose

- 1.1 The purpose of this report is to present a range of workforce data and related information, and propose a range of actions that will be taken forward to help ensure workforce planning is embedded corporately.

2. Recommendation

2.1 It is recommended that the Cabinet:

- 2.1.1 considers and approves the Workforce Plan and associated Action Plan (Appendix 1); and**
- 2.1.2 requests a further report to a future meeting of the Service and Performance Panel providing an update on the Workforce Plan and Action Plan during the period 1 November 2022 to 31 October 2023.**

3. Background

- 3.1 Based on a recommendation from Audit Scotland, in 2018 the Council devised a corporate workforce plan for the duration 2018-22, with regular updates provided to Panel during this period. It is now recognised practice that Councils develop strategic workforce plans that align to their business strategy, and which typically have a 3-5 year forecast horizon. Operational workforce planning has a shorter forecast horizon, typically 3-12 months.

3.2 Key related activities and events include the following:

- (i) In 2019, the Health and Social Care Partnership developed its own corporate workforce plan, and the Scottish Government now requires all Partnerships to submit future workforce plans for Government review and feedback. (The Partnership 2022-25 workforce plan was submitted in July 2022 with feedback anticipated in October 2022.)
- (ii) The Best Value Audit in October 2021 recommended that *'the Council should improve and embed workforce planning, so that service workforce plans are developed consistently across the council. The plans should include clear links to the council's priorities and to its strategic change programme.'*

- (iii) A strategic workforce planning group led by the Chief Executive was established in January 2022. The development of the workforce plan has been undertaken by an implementation group consisting of Organisational Development, Human Resources, Thriving Communities, Policy, Performance and Community Planning, and the Strategic Change Programme Office.
- (iv) Discussions with the Improvement Service have identified workforce planning training (delivered by the Local Government Association) specifically targeted at Corporate Leadership and Service Leads, and which commences October 2022.
- (v) Over 90% of Council Services returned workforce planning templates during 2022, which inform the workforce plan and are referenced in Appendix 1 of the workforce plan.

3.3 At its meeting on 25 October 2022, the Service and Performance Panel requested that the Workforce Plan and associated Action Plan be submitted to Cabinet for approval.

4. Proposals

4.1 Section 9 of the workforce plan contains an Action Plan which sets out a broad range of activities that will progress during the next 3 years.

4.2 The activities fall within the following themes:

- (i) Embedding workforce planning within corporate service planning and strategic change, and development of further tools and training that will support managers.
- (ii) Enhancing workforce data for managers which will also inform annual updates of the workforce plan.
- (iii) Helping managers identify and address key 'gaps' by developing a digital skills framework, improving the current succession planning toolkit, and developing a leadership development programme.
- (iv) Consideration and progression of future 'pipeline' of employees, enhancing recruitment and retention, and career pathways.
- (v) Maximising employee communication and feedback.
- (vi) Developing approaches that take cognisance of the demographic of the workforce and that support employees wellbeing, attendance, and return to work.

4.3 Members are asked to approve the Workforce Plan and associated Action Plan (Appendix 1).

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

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6. Financial Implications

- 6.1 No immediate implications applicable as the workforce plan is a strategic document. However, where any activity within the Action Plan requires further consideration from a financial perspective, this will be brought back to Panel and via existing governance mechanisms related to staffing and establishment changes. Examples of potential implications may include centralising elements of training budgets; however, it is only as the activities develop and are explored further will implications be known.

7. Human Resources Implications

- 7.1 Not applicable, however the delivery of the workforce plan is based upon Lead and Support services identified as owners in the Action Plan having sufficient resource to undertake their specific actions.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

- 8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

- 8.2.1 The risks associated with rejecting the recommendations are:

- (i) Failure to meet the recommendations related to workforce planning contained within the 2021 Best Value report.
- (ii) Failure to meet the actions contained within the Health and Social Care workforce plan approved by the Scottish Government and the Integrated Joint Board.

9. Equalities

- 9.1 An Equalities Impact Assessment (EQIA), (including the Fairer Scotland Duty in respect of any Strategic decision), has been carried out on the proposals contained in this report, which identifies potential positive and negative equality impacts and any required mitigating actions. The EQIA is attached as Appendix 2.

10. Sustainable Development Implications

- 10.1 ***Considering Strategic Environmental Assessment (SEA)*** - The Scottish Government Gateway has been contacted regarding this plan, policy, programme or strategy, and it has been determined that an SEA will not be pursued.

11. Options Appraisal

- 11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

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12. Link to Council Plan

- 12.1 The matters referred to in this report contribute to Commitment 1 of the Council Plan: Effective Leadership that Promotes Fairness

13. Results of Consultation

- 13.1 There has been no public consultation on the contents of this report.
- 13.2 Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT and the contents of this report reflect any feedback provided.
- 13.3 Consultation has taken place with Trade Unions and the contents of this report reflect any feedback provided.

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Director of Strategic Change and Communities will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Implementation of Phase 1 of the Action Plan	31 August 2023	Director of Strategic Change and Communities
Implementation of Phase 2 of the Action Plan	31 August 2024	Director of Strategic Change and Communities
Full implementation	31 October 2025	Director of Strategic Change and Communities

Background Papers [Council Workforce Plan 2018-2022](#)

[Annual Update 2019](#)

Report to Service and Performance Panel of 17 November 2020 - [Succession Planning](#)

[Council People Strategy](#)

[Annual Update 2021](#)

Report to Service and Performance Panel of 20 September 2022 – [Corporate Workforce Plan Annual Update](#)

**Report to Service and Performance Panel of 25 October 2022
– [2022-25 Council Workforce Plan](#)**

Person to Contact Gillian Farrell – Service Lead, Organisational Development
and Customer Services
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612712
Email gillian.farrell@south-ayrshire.gov.uk

Date: 18 November 2022



Corporate Workforce Plan

2022-25



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Section 1 - Introduction

Background

The Council developed its first corporate workforce plan in 2018, covering the period 2018-2022. Annual updates have been provided to the Service and Performance Panel, providing progress on a range of actions and any new emerging themes or trends.

The 2022-25 workforce plan aims to highlight and address the workforce themes that must be considered to meet the Council's strategic objectives within the Council Plan. Whilst the new 2022 administration will determine the strategic objectives of the Council Plan, it is recognized that the fundamentals of service delivery and broad workforce requirements will still apply.

The workforce plan considers a range of workforce information and requirements across the Council, and workforce planning is already embedded within Education due to the annual staffing exercise, and the Health and Social Care Partnership is now required to develop and submit its own workforce plan to the Scottish Government.

The Council's workforce will be impacted by a range of activities that are considered nationally and where the outcomes and impact on the workforce is currently unclear. Examples include the proposed National Care Service, a range of digital activities led by the Scottish Government Digital Office, and the review of the Scottish Welfare Fund and wider welfare reform. Future annual updates will provide clarity as these activities progress.

In developing the workforce plan a range of activities have been undertaken, including –

- Creation of a strategic workforce planning group, led by the Chief Executive.
- Development of a workforce plan implementation group, consisting of Organisational Development, Human Resources, Thriving Communities, Policy, Performance and Community Planning, and the Strategic Change Programme Office.
- Input and guidance from the Improvement Service, undertaking the role of a 'critical friend'.
- Analysis of a range of workforce data from Oracle and other systems and sources.
- Analysis of completed workforce planning templates returned by Service Leads.

The importance of workforce planning was reinforced by the 2021 Best Value Audit, which highlighted a requirement that *'the Council should improve and embed workforce planning, so that service workforce plans are developed consistently across the council. The plans should include clear links to the Council's priorities and to its strategic change programme'*. These requirements are reflected in Action Plan in Section 9 which details ownership and timescales across a range of workforce themes, subject to available resource. These actions will be measured and reported back annually to the Service and Performance Panel.

Context

Workforce planning activity, both operational and strategic, is undertaken continually by services. Examples include Care at Home utilising the CM2000 workforce allocation tool data to plan care visits, the Customer Services supervisor development programme, and organisational development support to assist services to 'grow your own' (for example the Organisational Development team helped to establish

a data science graduate apprenticeship in Policy, Performance and Community Planning). Short-term and more immediate workforce planning was vital to the delivery of Council services during Covid.

The workforce plan considers broader corporate requirements and will have a direct correlation with current corporate activities such as new ways of working (recently informed by the Future Operating Model) and the Strategic Change Programme. For example, whilst workstyles and work locations of employees will reflect new ways of working, and the Change Programme will define and deliver priority transformation projects, it is the workforce plan that will consider the pipeline, recruitment, training, progression, and retention of employees who deliver services. Workforce planning must be the 'golden thread' that brings together a broader range of corporate requirements.

On that basis, it is recognised there needs to be a stronger link between service planning and workforce planning. Historically the two elements have been treated as distinct elements, but workforce planning must underpin service planning. Whilst the service plan will identify and confirm the direction of travel from a service delivery perspective, without a workforce that is sourced, trained, and deployed to deliver those requirements the service plan will fail.

The Action Plan in Section 9 reflects similar themes and actions identified in the Health and Social Care Partnership's workforce plan. It is worth noting that the Scottish Government Workforce Planning Unit provides the Partnership with guidance on workforce planning content, and the Partnership is then required to submit its plan for review and feedback. Key aspects of that guidance can be adopted by the Council as it reflects a 'best practice' approach to wider workforce planning themes and considerations. In addition, Audit Scotland and the Improvement Service also provide workforce planning guidance for Councils and these inform the Action Plan also.

The Council implemented a [People Strategy](#) for 2020-22 and there are similar themes across both the Strategy and the workforce plan. Rather than create a new and separate People Strategy for 2023-25, all workforce related themes will be contained within the workforce plan. This will ensure a more streamlined approach.

Collaboration

The Council (via Organisational Development) plays an active part in national workforce planning activities and is a member of the Society of Personnel Development Scotland workforce planning group.

Reinforcing the link between workforce planning and digital skills¹, in 2020/21 the Council undertook a corporate Digital Maturity Assessment in collaboration with the Digital Office and participated in their recommended digital skills programme.

The Council was also invited to be part of the Scottish Government's short-life working group that developed the requirements for Partnership workforce plans. In addition, the Council has been in

¹ Audit Scotland highlighted that workforce plans must be aligned with digital transformation plans, should fully understand the number of staff and the types of skills and job roles needed to support digital transformation, and be dynamic and take account of how new technologies will affect the workforce, such as the introduction of automation and artificial intelligence (AI), and the need for more data specialists. 'Digital Progress in Local Government Report-2021'

discussions with the Scottish Government Workforce Planning Unit and Stirling University to explore further opportunities for accredited workforce planning training.

In the development of the workforce plan, the Council has liaised with the Improvement Service and requested they act as a 'critical friend'. The Improvement Service has therefore provided meaningful feedback which has been incorporated into the plan. The Council also provided input into the development of the Improvement Service's own workforce planning toolkit for local authorities.

From a pan-Ayrshire perspective, the lead workforce planning officers within the 3 Ayrshire Councils and NHS Ayrshire and Arran meet regularly to progress aspects of the Partnership workforce plans.

Data

Corporate workforce data within the plan is extracted from the Oracle HR and Payroll system as at the 1st August 2022. There are a range of other workforce data sources (each with different reporting parameters) also referenced, and these are taken at the 1st August 2022 or as current as the data source allows.

The term 'workforce' refers to contracted employees within the Council and is predominately based on a full-time equivalent (FTE) number². Casual employees are referenced in Section 3 but are not routinely captured in standard workforce reports.

Demographic data related to the South Ayrshire population is sourced primarily from the [National Records of Scotland](#), Public Health Scotland's [South Ayrshire Strategic Needs Assessment](#), and the Scottish Government's [Labour Market Annual Survey](#).

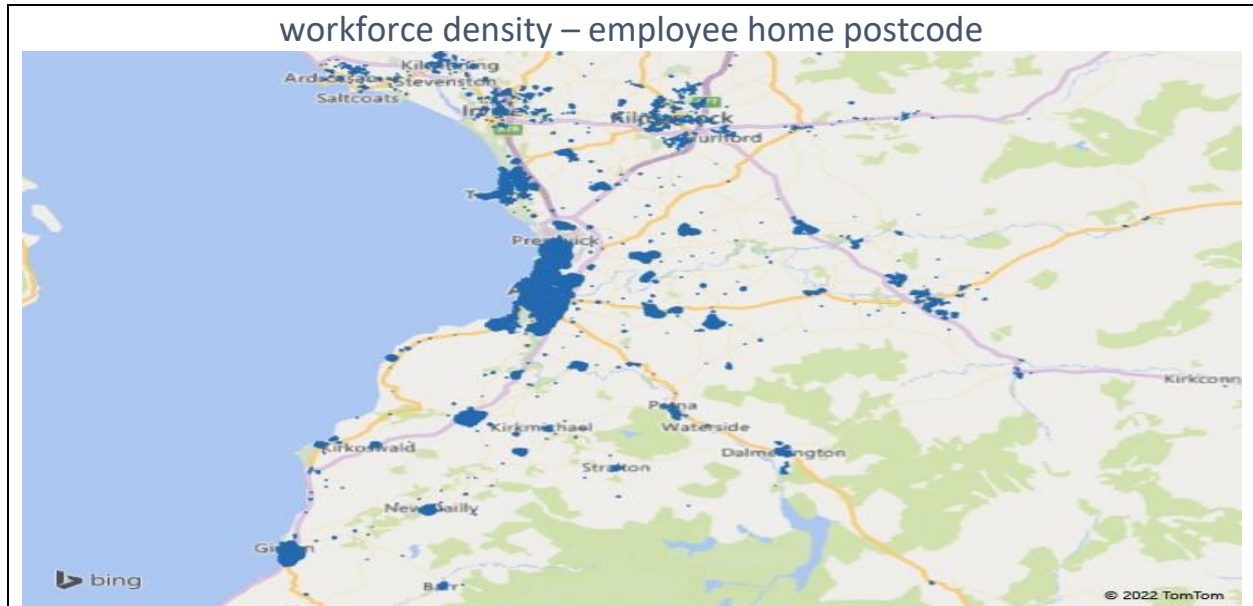
A more comprehensive range of workforce equality data is already reported in the Council's statutory [Workforce Monitoring Report](#).

² FTE is terminology used to indicate workload carried out by an employed person against the standard corporate working hour e.g., 35 hrs. It is not the number of people employed (known as 'headcount'). For consistency the Scottish Government has requested the Partnership workforce plan focuses on FTE, and the Council plan will adopt this approach.

Section 2 - South Ayrshire Demographics

Workforce Residence

65% of the workforce live within the South Ayrshire boundary, with a further 30% residing within the wider KA postcode area (which incorporates elements of East and North Ayrshire).



As most of the workforce resides within, or close to South Ayrshire, they will be reflective of the region's population demography.

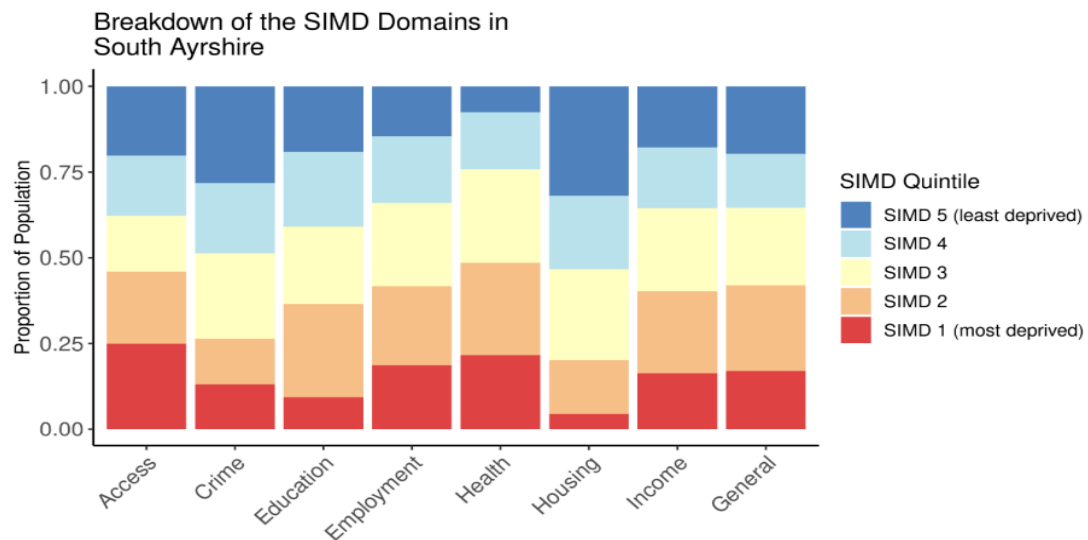
Population Demography

Key elements of the population demography which are worth noting from a workforce planning perspective include –

- Although migration into South Ayrshire is predicted to rise (which will increase the workforce talent pool to some extent), it will not be enough to offset the general population decrease. It is predicted there will be a population increase across Scotland, but not South Ayrshire.
- South Ayrshire's pensionable population will continue to grow while the number of children and working age populations is predicted to decrease. South Ayrshire's 75+ population is expected to increase by 27% in the next decade and 65% by 2043.
- South Ayrshire reported the largest percentage point decrease in the employment rate for men during 2020/21 (down 11.1 percentage points) and has the 4th lowest gender pay gap.
- The employment rate for those aged 16-64 is 69.9%, and the national average is 72.8%. For those at either end of the spectrum (16-24 and 50+) it is 48.4% and 38.3% respectively.
- The underemployment rate³ is 9.1%, slightly higher than the national average of 8.5%.

³ Underemployment refers to those who are in work but would prefer to work more hours in their current job (at their basic rate of pay), in an additional job or in a new job with longer hours to replace their current job. This provides a measure of underutilisation of labour.

- The unemployment rate⁴ is 4.8%, which is consistent with the national average of 4.9%.
- The inactivity rate⁵ is 27.8% (a significant increase from 22% the year previously) which is higher than the national average of 23.6%.
- The dependency ratio⁶ is projected to rise and be one of the highest in Scotland, confirming a significant challenge for services that support the needs of older people across South Ayrshire.
- The population percentage prescribed medication for anxiety, depressions or psychosis is 22%, higher than the national average of 19%.
- Just under half of those aged over 65 have a long-term health condition, which will impact on absence levels where the number of employees aged over 65 increases.
- The Scottish Index of Multiple Deprivation⁷ highlights that it is not just those who reside in the most deprived areas who face challenges related to health, employment, and access to services.



⁴ People aged 16 and over who are not in employment, would like a job, have actively sought work in the previous four weeks prior to their Labour Force Survey interview and are available to start work within the next fortnight; or are out of work and have accepted a job which they are waiting to start in the fortnight following their interview.

⁵ Individuals aged 16 to 64 who are neither employed nor unemployed under and are classed as economically inactive. There are many reasons why people may be inactive and not considered an active part of the labour supply: they may have a long-term illness or disability, be studying for a qualification, staying at home to look after their family, or have retired.

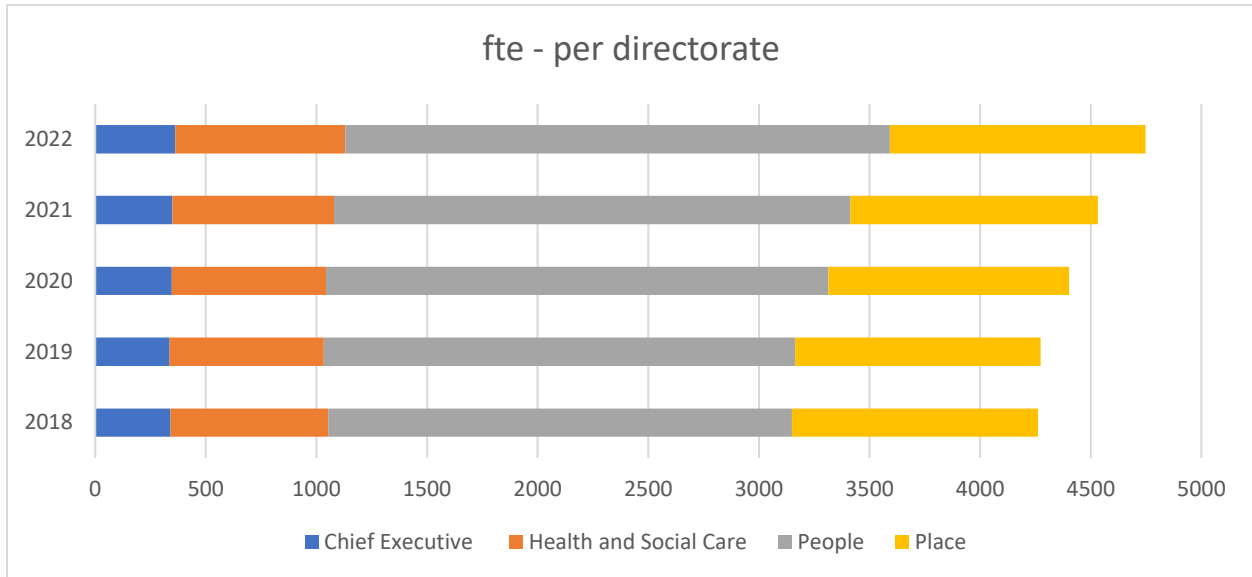
⁶ 'A high dependency ratio indicates that the economically active population and the overall economy face a greater burden to support and provide the social services needed by children and by older persons who are often economically dependent' – United Nations definition.

⁷ The SIMD considers seven domains: income, employment, education, health, access to services, crime, and housing. It is an *area-based* measure of relative deprivation: not every person in a highly deprived area will themselves be experiencing high levels of deprivation.

Section 3 - Council Workforce

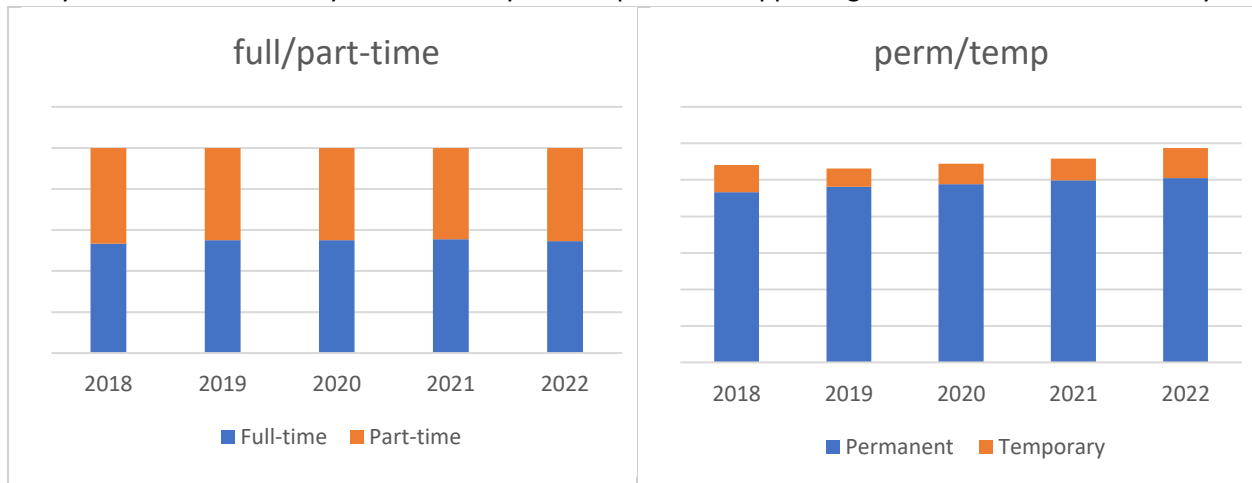
Full-time Equivalent (FTE)

The Council's FTE has increased over the last 5 years, but this is reflective of a range of local and national activities and new funding streams. For example, the largest increase has been within the People directorate (a 15% increase between 2018 and 2022), supporting early years expansion and the return to schools post-Covid via additional early years practitioners, teachers and school assistants.



Contract Type

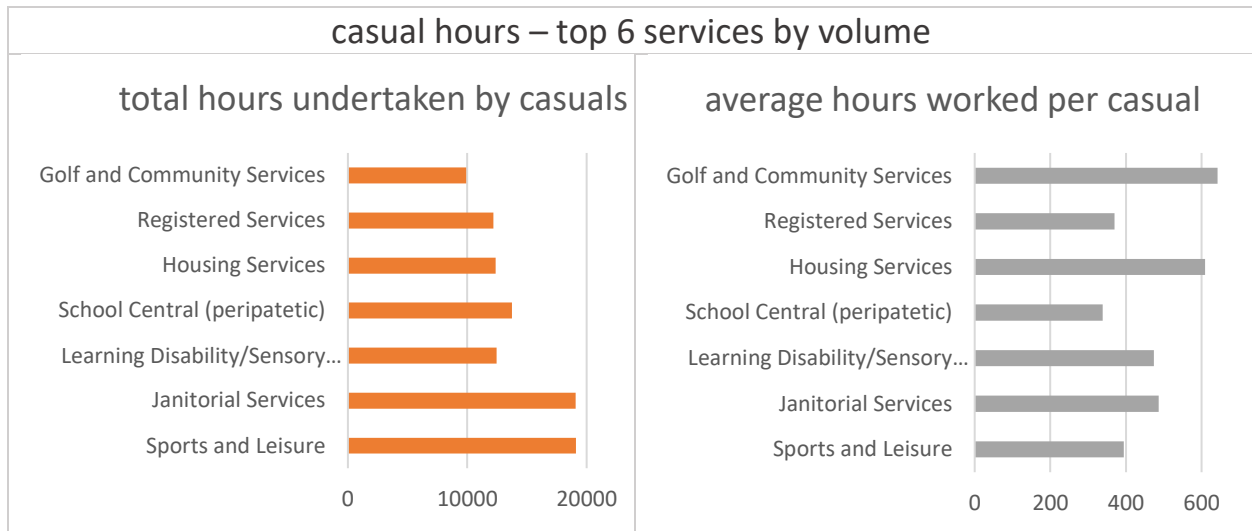
The percentage of the workforce employed on a full-time contract has been consistent over the last 5 years, averaging 54%. There has been a small increase in the percentage of temporary contracts, and many of these are internally and externally funded positions supporting the Council in Covid recovery.



Casuals

Casuals (also known as 'bank'/zero hours staff) provide an essential role in service delivery, by flexibly supporting the core workforce during high demand, seasonal peaks, workforce absence and annual leave. The casual role is often an entry point into the Council, providing workers with relevant experience that can assist them in gaining temporary and permanent employment.

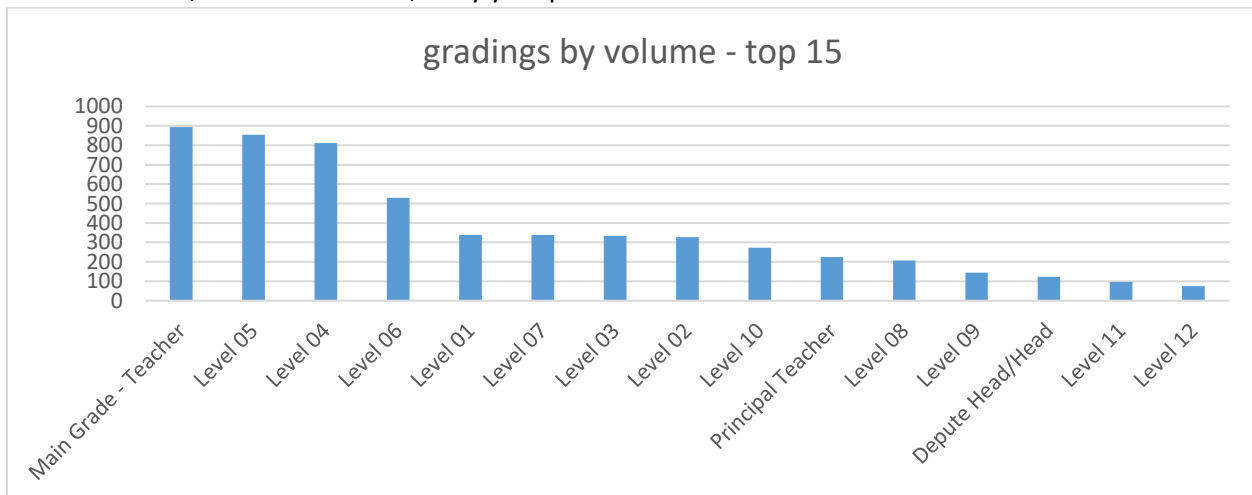
The Council’s reliance on casual staff is significant with an average of 115,000 hours per year worked by casuals, and for some services the average number of hours worked per casual can be over 600 hours. Casuals can choose when to work, have no notice period, and are often actively looking for additional job security via contracted hours. If the Council becomes too reliant on casuals who have strong service knowledge and experience, then there is an associated risk concerning an employee group who have no contractual relationship.



The current online platform that sources and allocates casual work is no longer being actively developed by ICT (in line with their ‘buy not build’ strategy), and it is vital that there is a long-term corporate solution that ensures services can swiftly utilise casuals to fill available shifts.

Job Grades/Roles

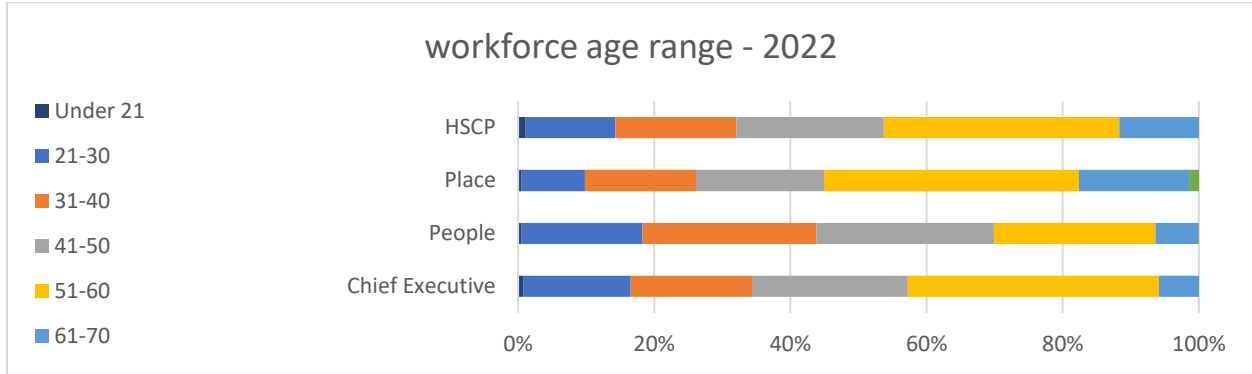
The most common grades across the Council are teachers and levels 4-6 which encompasses roles such as home-carers, clerical assistants, early year practitioners and school assistants.



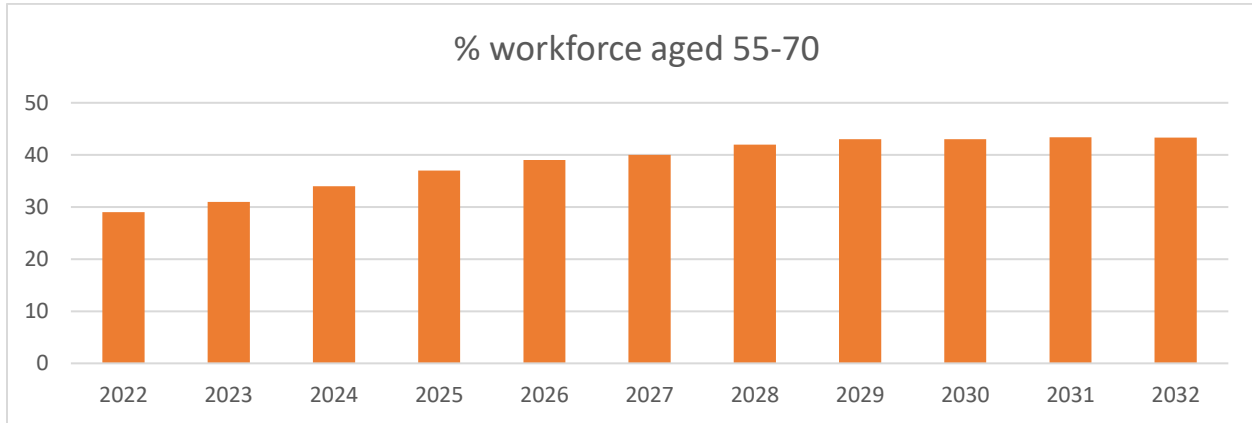
The most common role type across directorates is that of ‘clerical/administration’, with 350+ employees undertaking some form of administrative and business support function.

Age Profiles and Retiral Projections

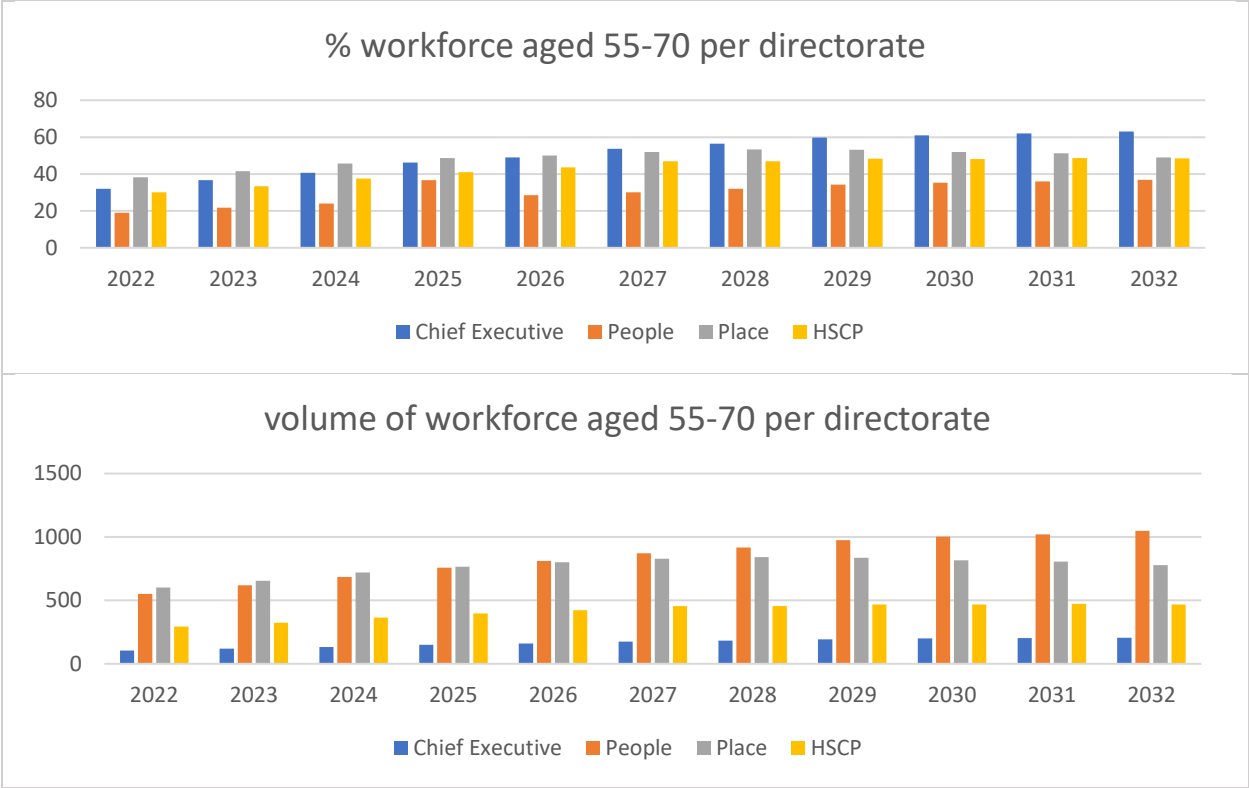
As South Ayrshire is significantly higher than the national average in relation to a future elderly population, this is reflected in the workforce, with approximately 55% of the workforce currently within the 40- 59 age bracket.



The percentage of the workforce aged 55+ will reach over 40% in 5 years’ time.⁸ Retirement has an element of unpredictability and will likely based on two key elements - future cost of living pressures that may delay retirement (i.e. those who are eligible retire but simply cannot afford to do so), and workforce pressures (i.e. those in front-line/operational roles experiencing ‘burn-out’ who wish to retire as soon as possible, and can afford to do so).

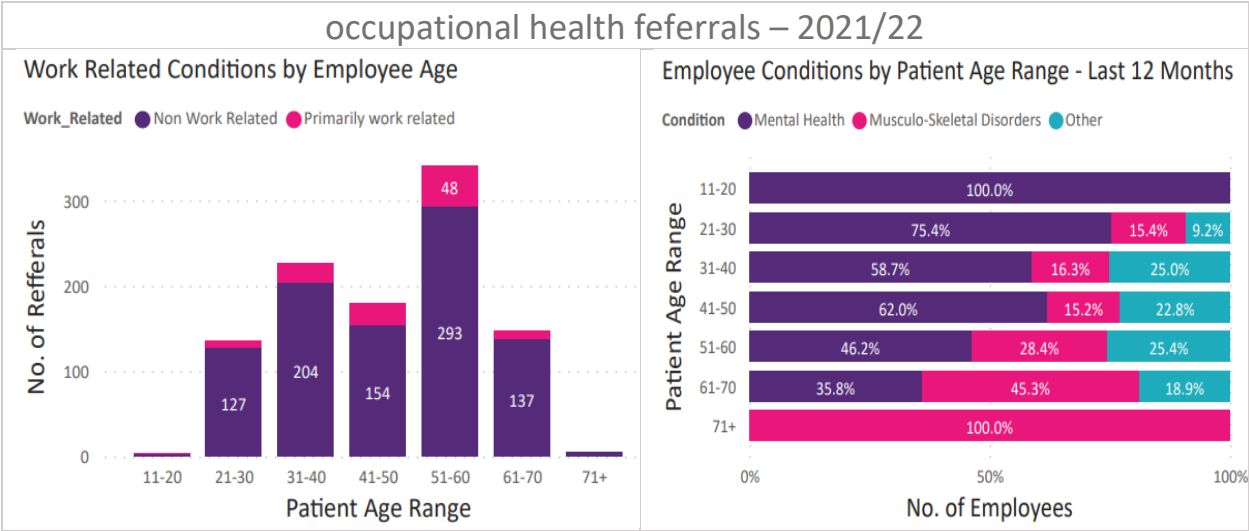


⁸ The proportion of staff aged 55+ has been modelled with an assumed static growth rate, that all staff aged 70 and over will retire, only those aged 55 and over are eligible for retirement, and any leavers not of retirement age are replaced by a person of the same age and pay grade.



For some services, the impact on age will be even more significant. For example, the Care at Home and Reablement teams will see a higher percentage move into the 55+ bracket within the next 3 years, and these are roles which are physically demanding.

The impact of age on absence is clear, and can be evidenced by reports from the Council’s Occupational Health service confirming a significantly higher proportion of referrals in the 51-60 age bracket, and a higher percentage of musculo-skeletal referrals for those aged 55+.

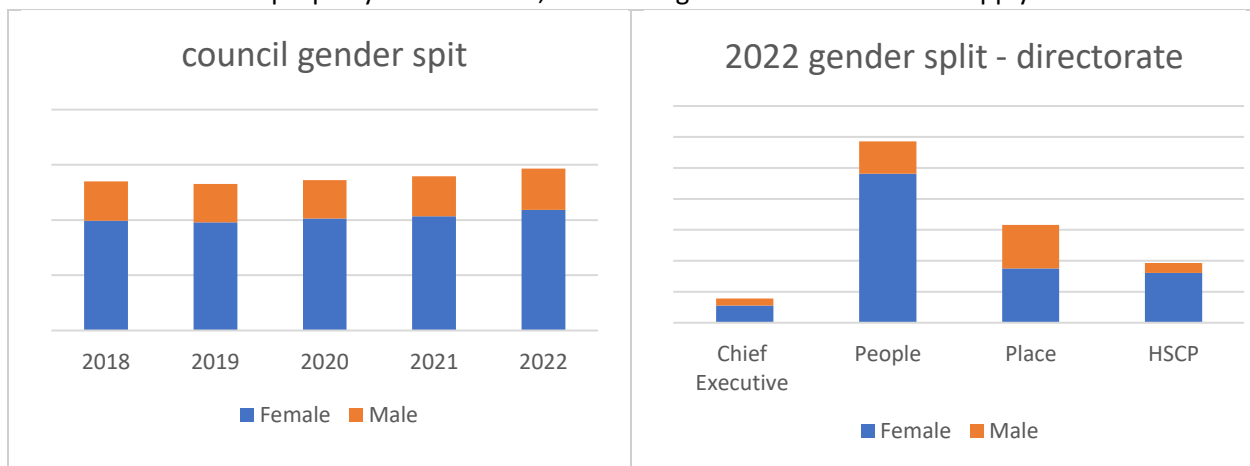


The Council will need to ensure age (and related risk) forms a key consideration regards employee policies and processes (e.g., flexible retirement, succession planning, mentorship, and support related to musculoskeletal disorders etc.) ensuring that they are reflective of the future workforce demographic.

Although employing an older workforce requires a range of supporting measures, it is not in itself the fundamental workforce risk from a workforce planning perspective – the main risk is not having a talent pipeline in place. Sections 4-6 highlight a range of activities such as recruitment, training and employability that focus on developing a future pipeline of employees.

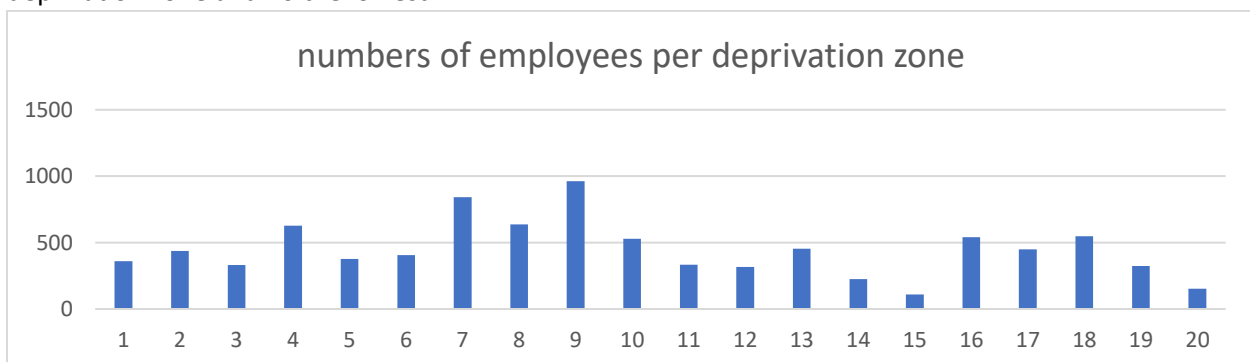
Gender

The Council’s gender split has remained static, reflecting traditionally higher ratios of females in social care, facilities management and education, and a higher ratio of males in property maintenance and waste services. Whilst there have been some small and isolated successes in attracting more males into social care and females into property maintenance, the broad gender dominances still apply.



Deprivation

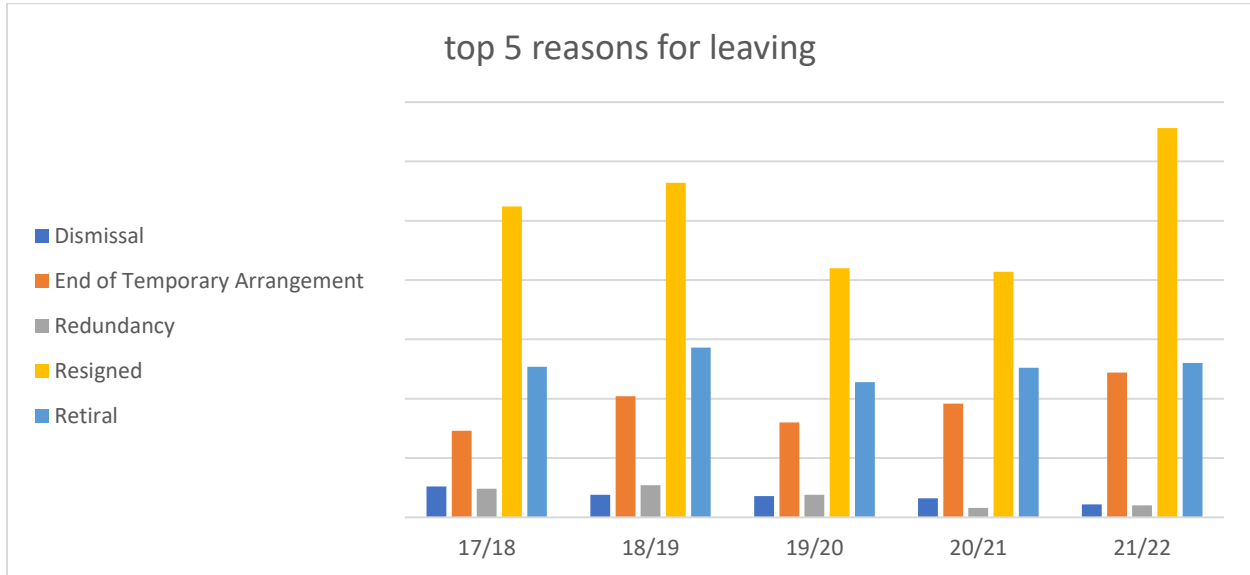
As the cost-of-living crisis will be a predominant factor for employees, understanding the socio-economic demographic of the workforce will help understand its potential impact. The chart below considers the number of employees (using home postcodes) per deprivation ‘data zone’, with 1 representing the highest deprivation zone and 20 the lowest.⁹



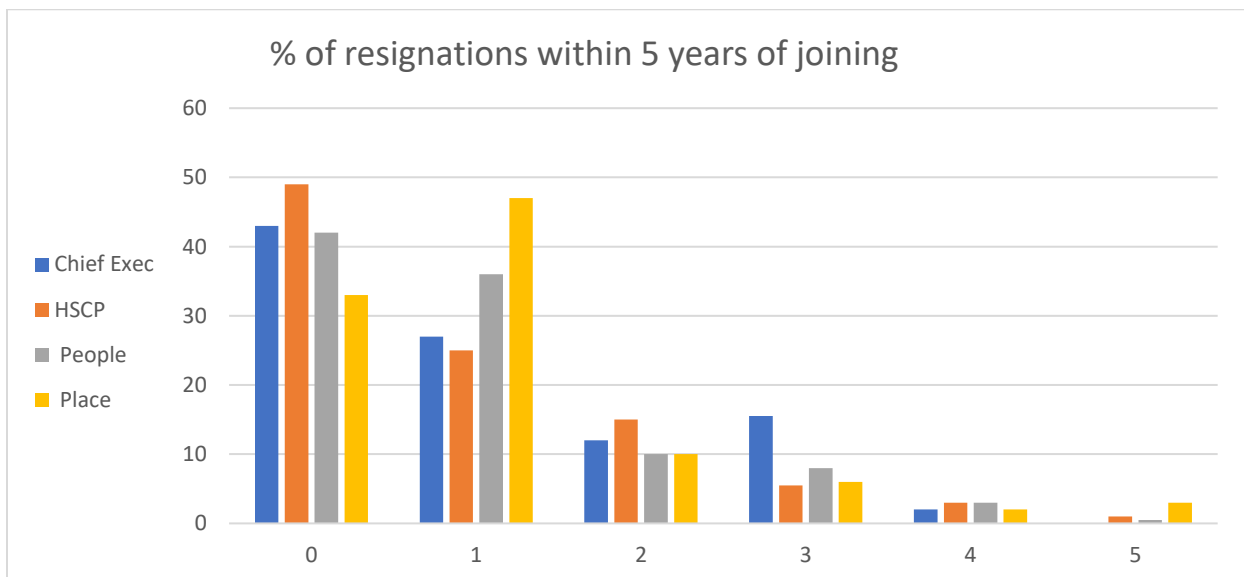
⁹ ‘Data zones’ within the [Scottish Index of Multiple Deprivation](#) Scotland are grouped into 20 bands (vigintiles) across Scotland, each containing 5% of the data zones - vigintile 1 contains the 5% most deprived data zones in Scotland, vigintile 20 the least deprived.

Turnover

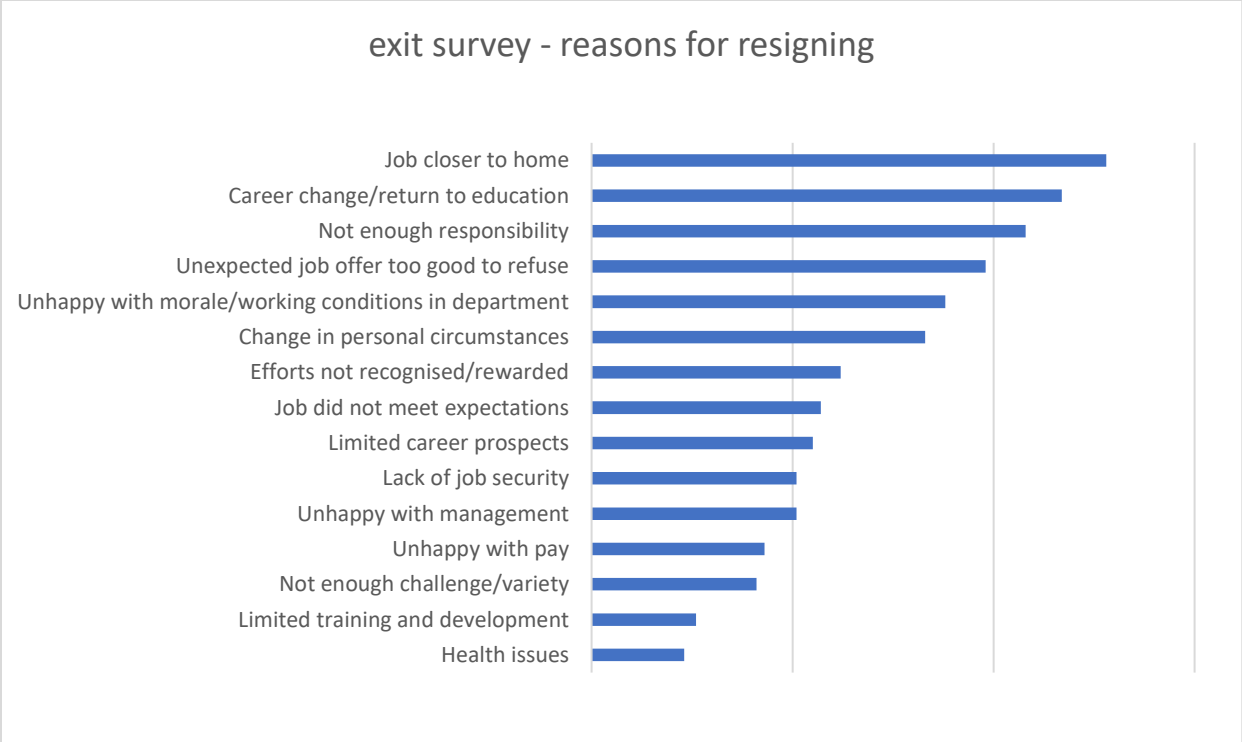
The Council's turnover averages 11%, with resignation being the most common reason for leaving the organisation. The last 12 months has seen a higher number of resignations mainly due to relatively small increases across many services. The highest increase was within Community Health and Care Services (45 resignations in 2022 compared to 22 the year previously.).



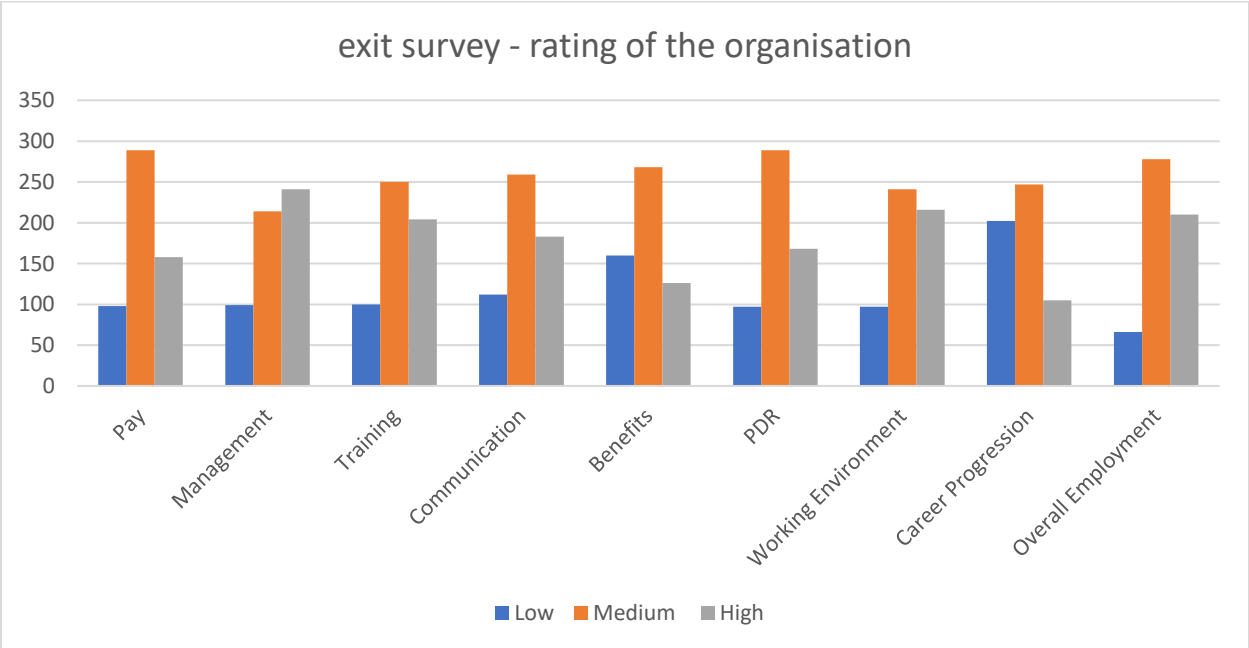
Whilst many employees stay with the organisation for the majority (and in some cases the whole) of their working career, data indicates that a significant percentage of those who resign do so within 24 months of their start date, which represents a poor return on investment considering the resource required to recruit and train employees.



An exit survey collates reasons for resignation, with the most common reason taking another job 'closer to home'. It is anticipated this increase as a predominant factor where fuel/travel costs are a consideration.



The survey also asks employees to rate their experience of the organisation, confirming a generally positive perception of the Council as an employer but highlighting that career progression and employee benefits are not rated as high as other areas.



The exit survey was launched in 2017 to establish the reasons why an employee would actively choose to leave the organisation (i.e., those who resigned). A starters survey was launched in 2018 to gather experiences from employees in their first 6 months but was not embedded corporately, although a survey

did take place for new Partnership employees in 2021 and this informed the Partnership workforce plan. Recent liaison with key stakeholders such as managers, HR and Trade Unions has identified that these surveys can provide useful information for workforce planning, but that the exit survey should encompass all employees who exit the organisation not just those who resign, and that there is benefit in re-launching the new starters survey.

Section 4 – Key Workforce Planning Considerations

Service Workforce Planning

Services have access to a range of workforce data via the Oracle HR and Payroll system, allowing them to review their workforce structure, contract status, absence levels and overtime payments, as well as demographic information related to age and gender.

Feedback from managers has confirmed access to Oracle data aids workforce planning, but the existing platform is not intuitive and has limitations. The implementation of the upgraded Oracle Fusion platform in 2023 will provide some initial reporting enhancements (absence data dashboards for example), but further work will be required to provide managers more meaningful workforce data, with an additional focus on workforce forecasting.

In 2019 Organisational Development developed a workforce and succession planning toolkit which guided managers through fundamental aspects such as horizon scanning and benchmarking, as well as providing examples of successful case studies from a range of services.

Since 2019, services have been issued with a workforce planning template, where they consider current workforce risks and mitigations and forecasting requirements. Template returns confirm the breadth and scope of workforce planning activity undertaken by services and external factors that impact, and a summary of completed 2022 templates can be found in Appendix 1.

Template responses confirms a range of themes that must be considered corporately, and which inform the Action Plan in Section 9.

Themes identified include -

- Key roles which are on temporary contracts presents a future risk to service delivery.
- Age is an issue, especially within more senior and specialised roles.
- Many services have considered role re-design and a range of mitigation measures to ensure the workforce can meet current and future demands, but there is no consistent model or approach.
- Succession planning needs further embedded and developed.
- For some services, workforce planning is considered dependent on a service review.
- The Council's notice period can result in some staff leaving at relatively short notice compared to other organisations, resulting in roles not being filled for several weeks and months.
- There are limited examples of wider consideration of out-sourcing and partnership working opportunities
- Digital skills development can aid workforce planning and reduce reliance on central services such as ICT.
- Changes in funding and approaches to activities as the Modern Apprentice Programme would have a direct impact across the organisation.
- Corporate activities such as Oracle Fusion implementation will affect the whole workforce, and impact greatly in services such as Finance and ICT.
- Services are normally responsible for organising and funding their own training requirements, and a corporate and consistent approach to funding training that supports workforce and succession planning.

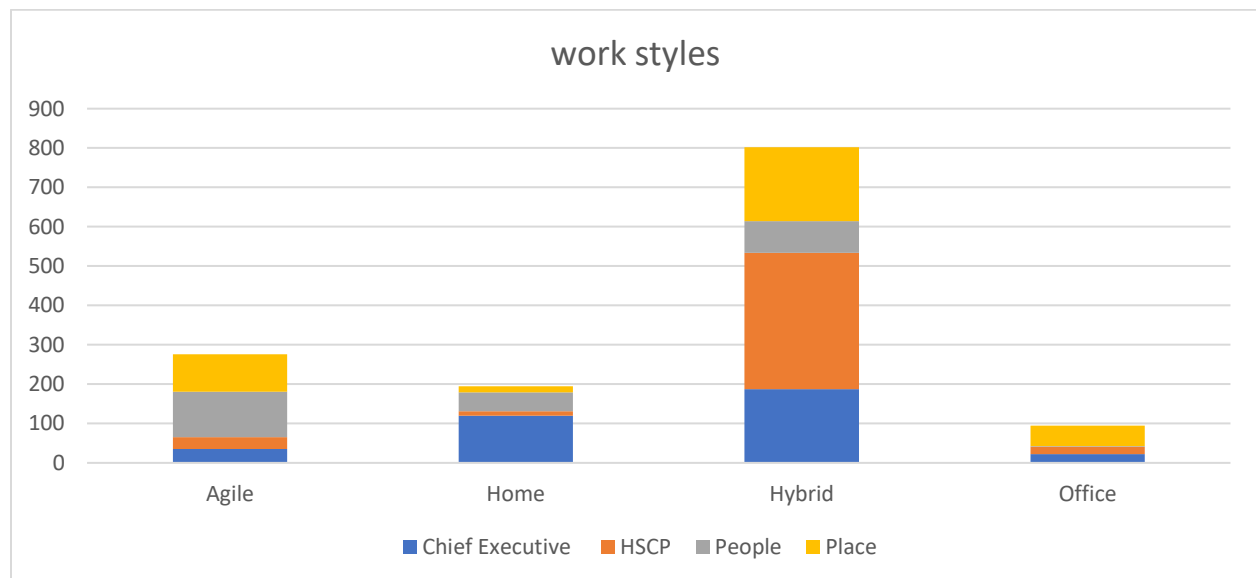
Whilst these corporate themes will be progressed via the Action Plan, it is recognised that some individual services may need dedicated support from a range of services including Human Resources and Organisational Development.

Future Ways of Working

In 2021/22 the Council undertook a Future Operating Model exercise, working with employees and services to maximise post-Covid opportunities in terms of how the Council works and deliver services. This included implementing new workstyles and considering a reduction in the number of buildings employees occupy and the related carbon footprint. The project consisted of the following six workstreams -

- Workforce analysis and allocation of workstyles.
- Establishing health and wellbeing policies, procedures, and guidance (including revisions to HR policies, terms and conditions and employment contracts).
- Exploring equipment requirements for anyone who works from home either full-time or for part of the week, and associated aspects such as digital skills, information security, cyber security, confidentiality and GDPR.
- Developing a range of materials to support employees and managers who are working from home, including best practice in engagement, communication, and performance management.
- Office accommodation requirements, including office layouts, configuration, booking systems, and access to buildings and rooms.
- Redesigning face-to-face service delivery after Covid.

Whilst for operational and education staff there has been no change to their working style or location, for over 1300 employees the following workstyles have been allocated.

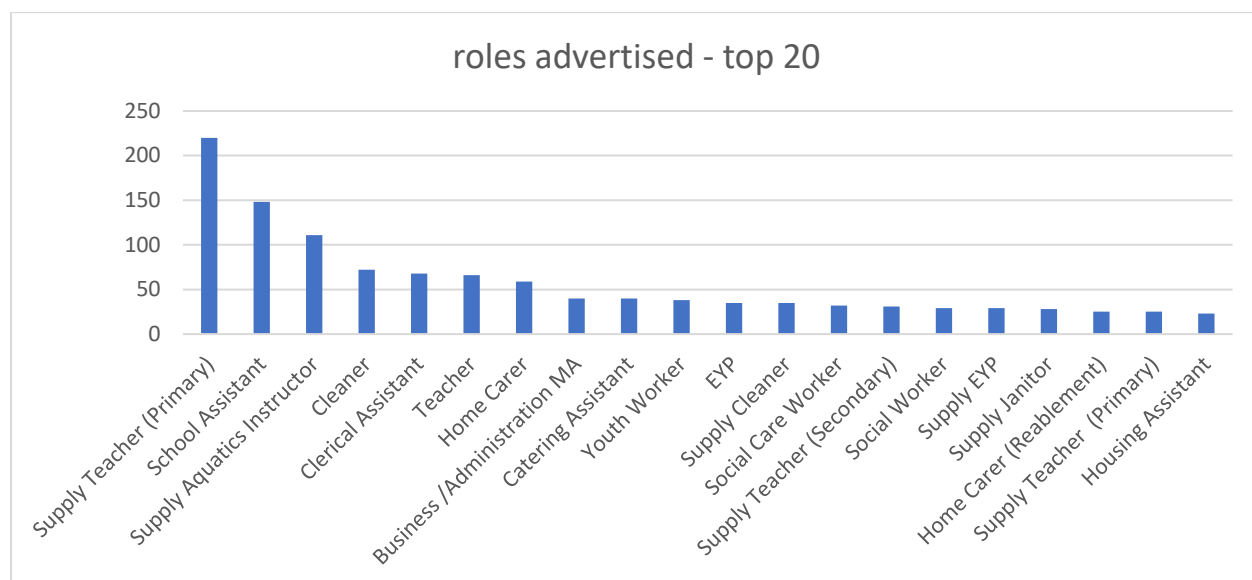


Recruitment

The Council alongside most Scottish Councils utilises the 'MyJobScotland' (MJS) recruitment portal, operated and overseen by COSLA. A key development in 2021 was the creation of a specific South Ayrshire social care MJS portal, allowing jobseekers the ability to view a range of care vacancies across the Council and the local Third and Independent Sector.

MJS is developed by COSLA on a continual basis, and a range of further enhancements including improved reporting and streamlined processes will be explored by the Council's recruitment team and the MJS developers.

The jobs most advertised by the Council in the last 12 months were as follows –



Whilst work has been undertaken previously to streamline the 'end-to-end' recruitment process (from initial notification from a manager that a vacancy needs to be filled, through to the job contract being signed by the employee and ICT equipment being in place for their start date), the process can still take considerable time, affecting services who require new-starts in place as soon as possible.

Recent reporting has identified that it can take an average of 9 days to move through the initial vacancy management process (leading to the job being advertised on MJS) and which requires approval from HR, Finance, and senior management. It then takes an average of 40 days to move through the starters process (leading to a contract and start date being issued) which involves input from multiple sources including HR and Payroll, the manager, and the candidate. Feedback from new starters has indicated there can be further delays in relation to provision of ICT equipment, meaning the employee is not able undertake their role fully at the point they start work.

Appendix 1 also highlights recruitment difficulties across many services including Facilities Management, ICT, Registered Services, Trading Standards and Environmental Health. Aspects of these are reflective of national staff and skills shortages and are being considered at government level, although all services have attempted to mitigate using a range of measures including recruitment fairs, Modern Apprentices, covering SSSC registration costs for Levels 5 and below, and re-structure of roles.

For some roles, increased home working has provided benefits and challenges. Some Council employees have left the organisation as they are no longer restricted geographically to being near South Ayrshire, however there is also potentially a broader pool available for Council recruitment – for example the Council now has employees residing as far away as Aberdeen where home working applies. The Council has historically promoted the benefits of residing in South Ayrshire for potential employees, but for some this no longer has any relevance and in a similar vein to the Partnership workforce plan, focus should now shift to promoting clearer career pathways and work-based learning to attract high quality candidates.

One area the Council has not fully explored is the international and refugee talent pool (although the Council is currently supporting Ukrainian refugees and the Ukraine Support Team is working with colleagues in Thriving Communities to identify internal employment opportunities). Changes made to international work visas now allow Councils to sponsor foreign employees who could fill a skills gap in areas such as adult social care. The Scottish Refugee Council also offers support to employees as the skills base of refugees who have a right to work is extensive. Each scheme has complexities and wider financial and resource considerations, and there should be a corporate approach in considering their merits and viability.

Section 5 – Learning and Development

Employee Development

Services Leads are responsible for identifying employee development needs, including through the PDR process.

Due to the range of specialisms that employees undertake across the organisation, there is no centralized training function that can meet all development requirements internally. However, the Organisational Development (OD) team deliver and support a range of corporate and targeted learning and development activities.

Online Training/ Course Booking

All permanent and temporary staff are issued with a COAST account (the Council's online training and course booking platform), allowing them to undertake a wide range of corporate and service-specific training, and OD works closely with services to develop online courses that meet specific requirements. Training on the new course booking element within COAST has been made available to services with OD continuing to provide technical support.

During 2022 OD designed, developed, updated, and deployed 109 COAST training modules. Of the 295 available modules there were 34,147 course completions. Examples of service-specific courses which were developed include Homeless Standby Procedures (Housing), Introduction to Welfare Benefits (Information and Advice Hub), and Investigatory Powers Awareness Training (Trading Standards).

There are currently 12 'Employee Essentials' COAST modules that all employees are required to complete. These cover fundamentals such as customer service, HR policies and procedures, child protection and cybersecurity.

COAST completion rates are highest when services provide insight and input into their training requirements, alongside an effective communications strategy. An example is ICT working closely with the communications team to promote and encourage completion of the cybersecurity course, which has the highest completion rate within the 'employee essentials' suite.

Although COAST is available on multiple platforms (tablet and mobiles), the Council's expansion of M365 licenses and progression of 'use your own device' will further increase training opportunities and enhance user experience on personal or Council-owned tablets and mobile devices.

The recent development and implementation of Managers' Scorecard allows services to allocate a range of mandatory and recommended training directly, and helps managers view associated completion rates across their teams.

It is recognised that online learning is not always the best or most appropriate method, and classroom-based training takes place locally at service level, for example council tax training for Customer Services staff. In addition, OD can provide classroom-based solutions, for example OD coached management teams and facilitated workshops help improve teamwork and communication within Early Years.

Organisational Development (OD) has also developed and delivered several bespoke and targeted employee development projects, including-

- Supporting employees impacted by a service review in the Libraries service through the provision of interview skills training.
- Supporting Facilities Management to prepare induction for new janitorial staff.
- Facilitation of MBTI sessions to help improve teamwork and communication for a new team within the HSCP.

Workforce Development Fund

OD co-ordinates the use of the Workforce Development Fund, working with services and Ayrshire College to agree a programme of relevant courses. The 2022 programme was designed to meet needs identified by services and included training in Excel, MS Teams, Customer Focus, and Lean Productivity.

Practice Development

The Partnership Practice Development Team (PDT) was created in 2021 to deliver and co-ordinate the following training and support activities within a health and social care context –

- Providing and facilitating mandatory training to ensure employees undertake their specific roles safely and responsibly. This includes Adult Support and Child Protection Training, Moving and Handling, Medication, Health and Safety, and Food Hygiene.
- Ensuring that employees have the specific qualifications needed for their job. This is guided by governing bodies where registration is needed i.e., the Care Inspectorate and the Scottish Social Services Council.
- Progressing developmental, such as the introduction of a 4-day Leadership and Management Courses for established managers, as well as a half day introductory course for new managers.
- Undertaking a practice development approach by working directly with services, staff and specific groups and forums such as the Newly Qualified Social Work Group and enhancing work practice across the HSCP on a local and Pan-Ayrshire basis.

Workforce Planning Training

Unlike key management skills such as project management and service design, historically there has never been any recognised or accredited training across Scotland related to workforce planning. For example, in the last 3 years the Council has been able to send over 20 managers and co-ordinators on an accredited project management course run by Scotland Excel, but no such opportunity has existed for workforce planning.

The lack of training and accreditation was identified in the 2019 National Health and Social Care Workforce Plan¹⁰ and the Scottish Government Workforce Planning Unit is currently considering options on how to progress from a health and social care perspective.

¹⁰ The Scottish Government committed to ‘provide the opportunity to progress through more advanced training. This will support local planners to consider the role played by workforce planning as a key part of the wider strategic planning process; to explore more complex planning scenarios; and to learn from the experiences of planners from the wider UK health, social care, voluntary and third and independent sector.’

The Improvement Service has also identified this gap across Councils and is liaising with the England and Wales Local Government Association to utilise their approach to training, which includes targeted awareness sessions for executive leaders and service managers. Through close contact with the Improvement Service, South Ayrshire Council will be one of the first Councils in Scotland to undertake this training, commencing with a session for the Council Leadership Team in October 2022 followed by more involved training for Service Leads by the year-end.

Succession Planning

Succession planning focuses on future leadership and statutory posts, and skills/knowledge/experience gaps in critical roles. These elements are not currently recorded at a service or corporate level, although Oracle data indicates that within the last year there have been at least 50 acting-up and secondment roles. Whilst there are succession planning toolkits and templates in place to help managers capture and consider succession critical criteria and risks, they are not embedded or consistently applied, nor is there a consistent approach to career pathways.

Aspects of succession planning should be considered within the corporate PDR process (see Section 8), and there are many examples of employees progressing into leadership roles within and across services. Services can also evidence a range of development activity that reduces skills gaps and provides resilience in statutory functions (examples include progressing qualifications for officers within Trading Standards and Housing).

Digital Skills

Digital impacts on staff at all levels across the Council. Online communication and collaboration tools such as M365 are now becoming the 'norm' but the full benefits of the technology are still to be realised. A range of digital solutions ranging from Oracle Fusion to digital telecare will require front-line employees to understand and embrace new technology.

The Scottish Government Digital Office and Audit Scotland recommend development of a digital skills competency framework and advocates the Scottish Council of Voluntary Organisations' (SCVO)¹¹ essential [digital skills survey](#) to establish digital confidence within a work context.

Identifying and addressing digital skills gaps will be vital in developing a workforce able to meet current and future demands. Recent research¹² has confirmed –

- Employers cannot assume a continuous level of digital confidence and capability. As more interfaces and interactions arise, users will need continually supported.
- Face-to-face learning still has its place when it comes to digital training, and digital does not mean remote.
- Two-thirds of employees would improve digital skills if they knew there was support available as and when needed.
- Over half of employees feel that 'through work' would be the easiest way to learn new digital skills that would help them in everyday life.
- Those who work part-time are significantly less likely to have work-related essential digital skills than those who work full-time.

¹¹ The SCVO are recognised as leaders in the development of organisational digital skills and provide a Digital Champions for Workforce Skills programme, which the Council participated in during 2021.

¹² Lloyds Consumer Digital Index 2020 and 2021.

- Lockdown and associated home/hybrid working have not accelerated digital skills as much as employers might assume.

A corporate digital skills programme is being developed and which will utilise digital champions and super-users from within services to support employees.

From a leadership perspective, ‘Digital Skills and Digital Transformation’ was the area that managers themselves identified as requiring most development, and this will be reflected in the development of SAC’s leadership development programme during 22-23.

Management Development

A recent survey of all Council managers and coordinators highlighted confidence levels across key leadership activities, confirming the requirements for workforce planning training, but also further support in areas such as digital skills transformation and strategic financial planning.



Using this feedback, OD is working with services to develop a new corporate leadership development programme aimed at Service Leads and Co-ordinators. Separately, the Corporate Leadership Team is participating in Ayrshire Collaborative Leadership academies supported by the Hunter Foundation and the Scottish Government.

Linking to digital skills, Audit Scotland¹³ confirmed there are gaps across Councils in digital leadership, specifically the awareness and understanding of digital technology and its possibilities, and collaboration and change management skills. The Council’s recent Digital Maturity Assessment also identified skills gaps in leadership service design and innovation. On that basis the programme will consider a range of external opportunities such as the Improvement Service Leadership Resource Platform, the Service Design Network, and the Scottish Digital Academy.

¹³ Digital Progress in Local Government Report -2021

Section 6 – Employability and Skills

The Thriving Communities (TC) service provides a range of support to council departments in relation to service delivery and workforce planning, via the Workout, Positive Futures, Supported Employment and Modern Apprenticeship programmes. Council departments benefit from the impact apprentices have within their service areas, including supporting skills gaps and future workforce needs.

Modern Apprenticeships

TC is currently contracted by Skills Development Scotland to deliver Modern Apprenticeship Frameworks in the following areas:

QUALIFICATION	SERVICE AREA
Horticulture	Golf & Grounds Maintenance
Business & Administration	Various Admin Departments
Road Building & Maintenance	Ayrshire Roads Alliance
Carpentry & Joinery Painting & Decorating Plastering Roofing	Property Maintenance
Plumbing & Heating	Property Maintenance
Hospitality Services or Professional Cookery	Golf (Clubhouses) – Hospitality <i>Previous placements within Facilities Management for professional cookery</i>
Diploma for IT & Telecommunications	IT
Sustainable Resource Management	Waste Management
Sports Coaching	Thriving Communities – Active Schools
Sport & Active Leisure	Sport & Leisure & Sports Development
Social Services & Health Care	Various Social Services & Health Care areas
Social Services Children & Young People (L3)	Various Nurseries & After School Clubs
Youth Work	Various Youth Work areas and The Champions Board

Within the last 4 years, over 120 apprenticeships have commenced across the Council with over 70% securing internal employment internally and many others securing a positive destination externally (further education or external employment).

Performance, outcomes, and compliance is monitored both internally and externally by Skills Development Scotland (SDS). Through self-assessment and quality action planning, there is continual evaluation of the service on offer to participants and departments to ensure a high-quality provision aligned with both local and national priorities.

Arrangements are now underway to recruit apprentices during 2022/23. All service areas below have confirmed there will be a progression route internally for the apprentices on completion of their apprenticeship.

SERVICE AREA	QUALIFICATION	SCQF LEVEL
Grounds Maintenance / Forestry	Trees & Timber	5
Thriving Communities – Active Schools	Outdoor Instructor – Leisure Management (L3)	7
Hostels & Supported Accommodation	Social Services & Health Care (L3)	7
Communications	Diploma in Creative Media	7
Building Standards	Built Environmental Design	6

There are challenges within the apprentice programme, as evidenced by the following examples –

- Within the Golf service approximately 15 apprentices are recruited annually, providing invaluable skills to some of the regions most disadvantaged young people. However, there is a lack of permanent employment opportunities when apprentices complete their qualification. Also, apprentice recruitment is aligned with when seasonal posts are advertised, which results in a very competitive interview process as there aren't enough seasonal posts for all qualified apprentices.
- ICT has recently supported an apprenticeship which received positive feedback from both the apprentice and the ICT, however the service has not been able to employ the apprentice permanently due to the current staffing structure not providing a suitable entry level position

Supported Employment

To enhance the Supported Employment programme, TC has created the following tailored part-time jobs which have been specifically created for young people participating in the programme who are ready to progress into the world of work, and are designed around the skills, interests, and capabilities of the young person.

TAILORED JOB POSITION	SERVICE AREA	CONTRACT HOURS P/W
Leisure Assistant	Citadel	12
Project Assistant	Active Schools	16
Clerical Assistant	Community Safety	25
Clerical Assistant	HSCP	25
Leisure Assistant	Citadel	25
Active Schools Assistant	Active Schools	25
Clerical Assistant	HSCP	25
Web and Digital Assistant	Tourism and Culture	32
Leisure Assistant	Citadel	33
Greenkeeping	Golf	24
Programme Assistant and Coach	Health and Well-being	25
Recycling Assistant	Waste Management	24

TC runs the Evolve long-term unemployed programme, focusing on those aged 25yrs+ who are experiencing long-term unemployment (defined as out of work for 12 months). The programme provides a six-month paid employment based within the Council or with a 3rd Sector organisation, with participants paid the local authority real living wage and supported by a dedicated TC Officer and their workplace mentor. The programme provides candidates and employers the opportunity to gauge suitability for more permanent employment. The Care at Home service has committed to supporting candidates on the

programme and consider them for permanent employment should suitable vacancies arise whilst candidates are on the programme.

Future Pipeline

The TC team undertakes a range of activities designed to increase employment opportunities within and beyond Council employment. The 'Work Out!' programme run by TC provides supported vocational placements to pupils in S4 - S6 in a range of occupational areas across the council, community planning partners and local businesses. The extended work experience programme has been designed to provide a range of experiences for pupils and to help develop them holistically in relation to their employability, communication skills and working with others. The programme was established in 2019 with 100 placements being offered every year to pupils across South Ayrshire secondary schools and additional support needs schools, with over 95% of placements progressing to a positive destination.

Transition support is provided to targeted young people who are at risk of leaving school and becoming unemployed or who require support to make a successful transition to their intended destination. Young people will be supported through one-to-one support, participation in employability groupwork activity and/or work placements and work tasters. Young people's suitability for this support is identified through a Team Around the Child Meeting which involves the TC Officer attached to the school and Skills Development Scotland. In partnership with SDS and schools, TC plays a vital role in monitoring and tracking all pupils due to leave school or who have left to support them to enter a positive destination.

South Ayrshire's Local Employment Partnership meets every 6 weeks and is made up of representative from TC and other key elements of South Ayrshire Council, SDS, Ayrshire College, Department for Work and Pensions, Developing Scotland's Young Workforce and Voluntary Action South Ayrshire (VASA) as the 3rd sector interface. The Partnership leads the planning, decision-making and implementation of employability provision across South Ayrshire to ensure individual needs and labour market demands are met and will work with stakeholders and service users to commission employability support on an informed, evidence-based approach, flexing these to meet service users' needs and emerging labour market demands.

Case Studies

In the last 4 years, TC has achieved significant success in supporting services and examples include -

- Education – TC supported Early Years to bridge the skills-gap following the Scottish Governments announcement to offer increased funded hours for all eligible children. Over the last 4 years 46 apprentices secured employment within SAC nurseries on completion of their apprenticeship.
- Property Maintenance - The service was finding it increasingly difficult to recruit craft employees due to the external construction industry and neighbouring authorities paying a higher rate of pay. TC worked with the service to create 4 new adult apprentice positions (2 joiners and 2 plumbers), and this opportunity has been advertised to all council staff. With 6 new craft apprentices planned for 2022/2023 this means that by August 2026 the number of time-served tradesmen will have increased by 10 new craft operatives.
- Health and Social Care Partnership (HSCP) – TC has worked closely with the HSCP and Ayrshire College to develop a basic Introduction to Care Course that will support individuals looking to start their career in Social Care or support anyone who requires some additional training to return to this this area of work. TC will provide additional support and focus on -

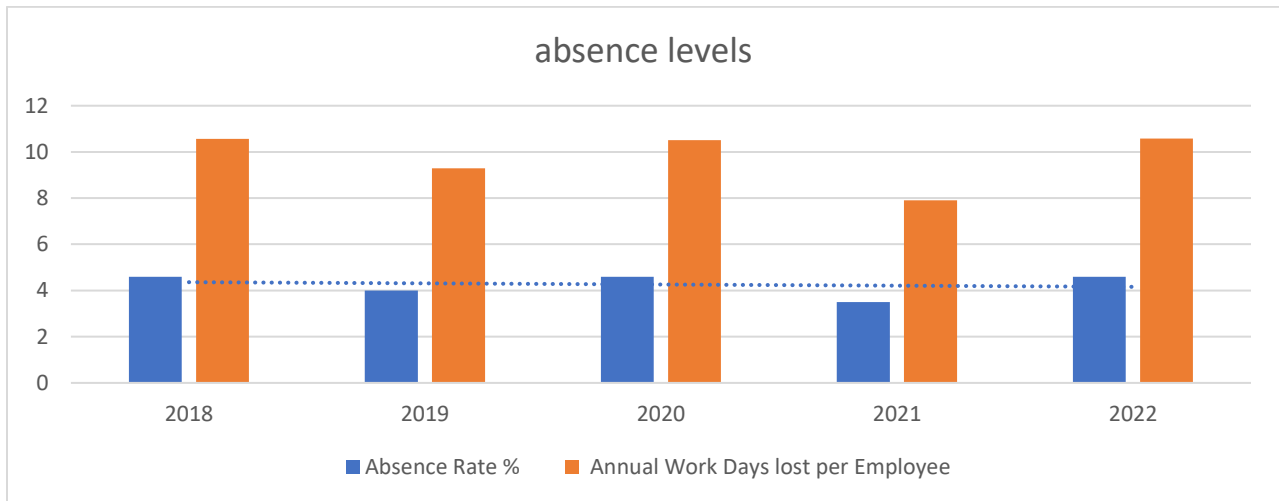
- Interview skills guidance, and PVG application support via a dedicated TC Officer.
- Delivering the Employability Award which incorporates training on CV writing, application skills and interview preparation.
- Additional courses in Dementia Awareness, Palliative Care, REHSS and First Aid.
- Attendance at Care related recruitment events organised by the DWP and the HSCP.

Section 7 – Staff Wellbeing

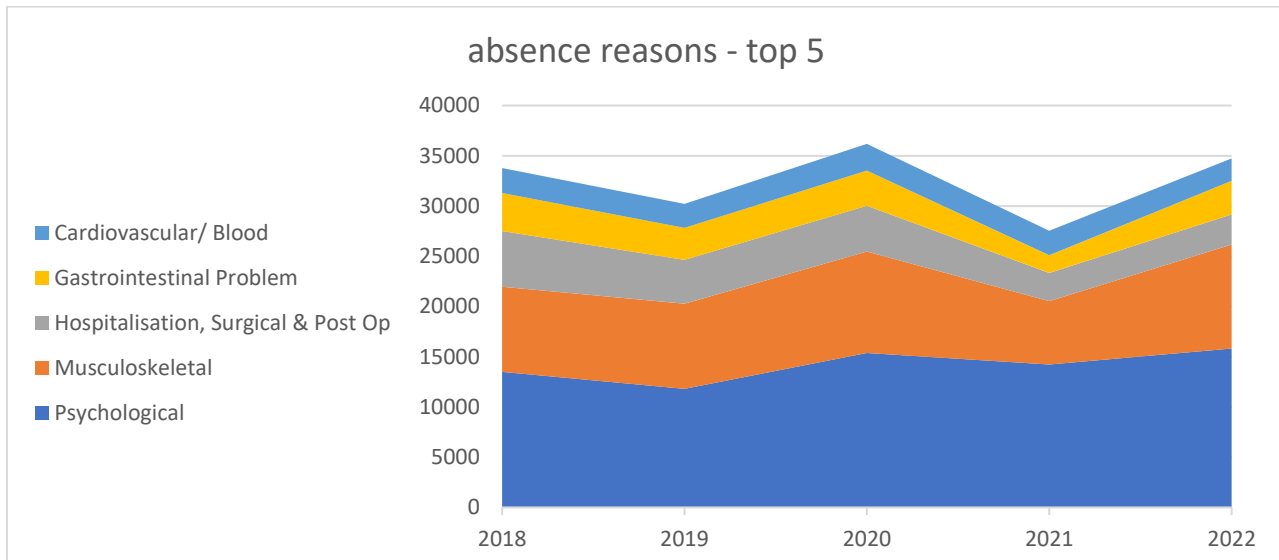
Absence

The impact of absence on service delivery is significant, with approximately 40,000 working days lost per year. Actual and suspected Covid absence was reported as special leave as per Scottish Government guideline, and therefore has skewed absence data, especially 2021.

The below confirms that pre- and post-Covid, absence levels have not reduced significantly in the last 5 years.

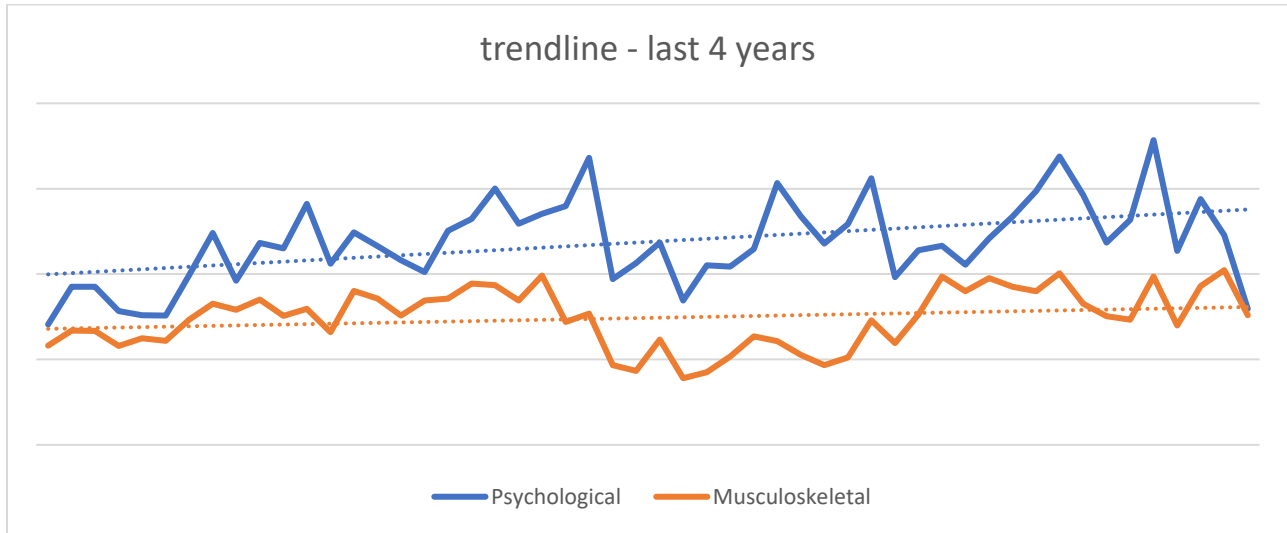


Reasons for absence are varied and existing reporting captures 12 categories of absence, however psychological and musculoskeletal combined account for approximately 50% of absences.

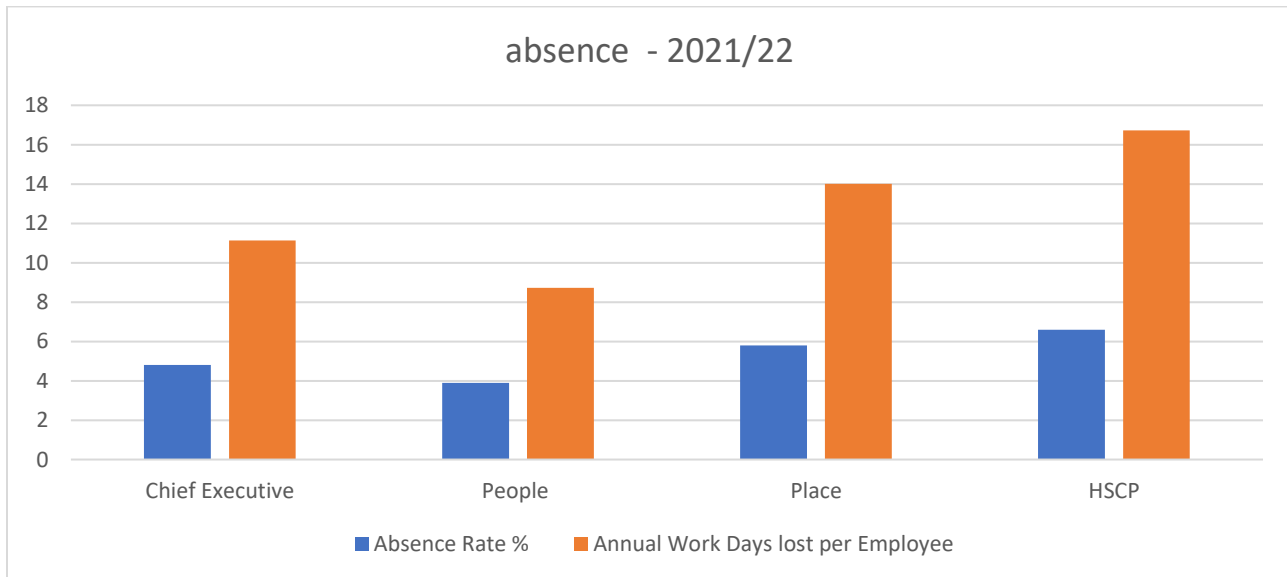


Psychological absence has been gradually rising over the last 5 years across all employee group and age levels, and it must form part of the Council's modelling assumptions and wellbeing strategies and become a key factor in future occupational health provision. Musculoskeletal absence remains consistently high

and will remain a prominent factor considering the links between age and absence for those in physical demanding roles such as Neighbourhood Services.

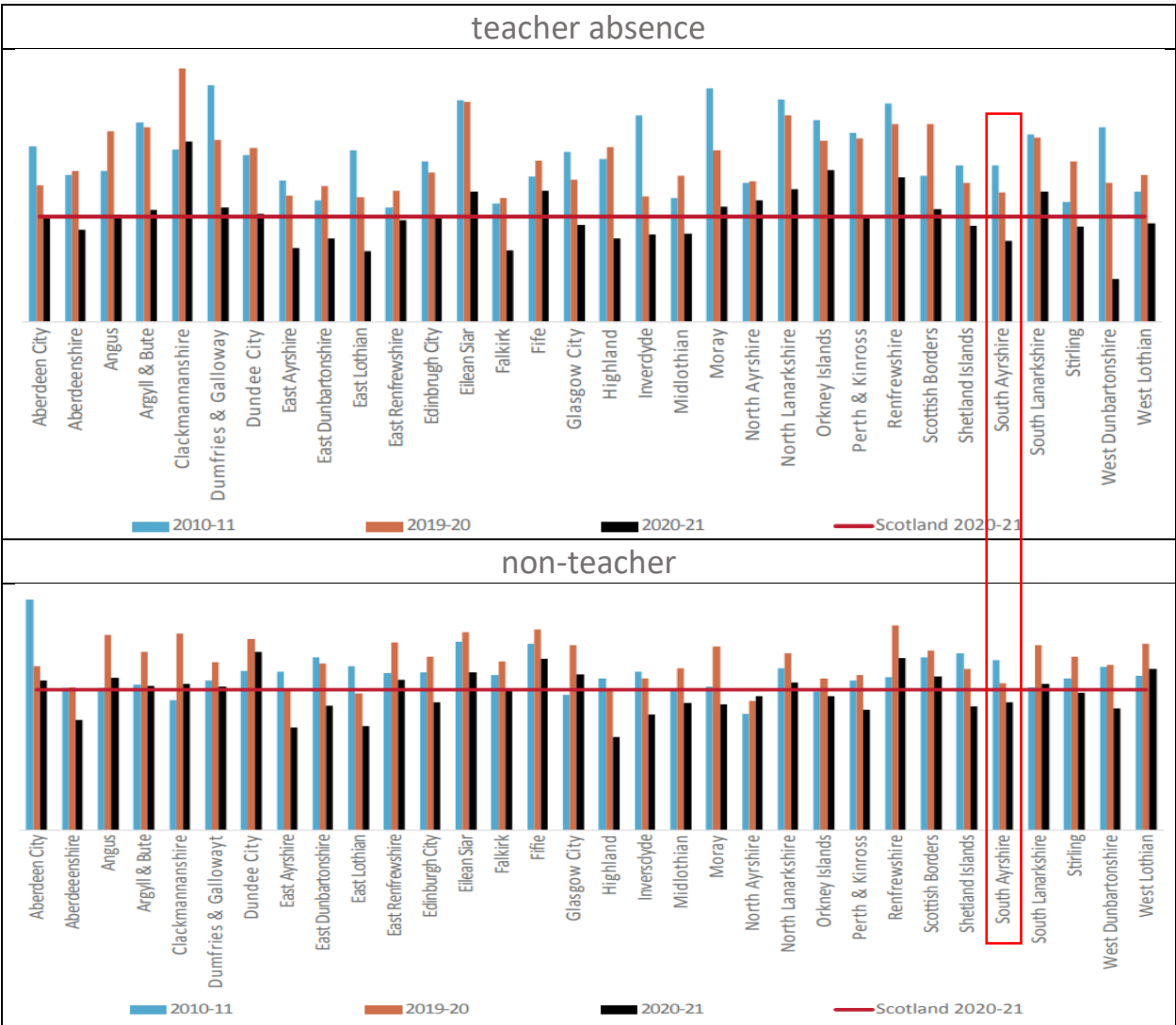


From a directorate perspective, the Partnership has consistently the highest percentage absence, and a specific focus on attendance and wellbeing is reflected in the Partnership’s workforce plan and key actions include the creation of an Attendance Improvement Project Officer role.



From a national perspective, the Council ranks positively compared to national averages¹⁴, reflecting an ongoing focus by services and HR to manage absence.

¹⁴ National Benchmarking Overview Reports 2020-21



Occupational Health

The Council’s occupational health service provides a range of support including counselling and physiotherapy. The service will also assist in recommendations related to employees who have significant ill-health and high absence levels. Most referrals are made where employees are off long- term (4 weeks absence and over) and the service helps establish when an employee can return to work and what support is required.

The service is procured on a pan-Ayrshire basis with North and East Ayrshire Councils and is contracted to a private provider with the current contract ending in 2024.

It must be noted that the current contract (which commenced in 2019 and had no significant change in deliverables to the previous contract) required a 30% uplift from the original procurement budget allocated – in effect the Council is paying more for the same level of service. As the health and wellbeing of employees becomes a greater focus (affected by factors such as age and increased trends in

psychological absences) it is anticipated that existing occupational health provision will again increase significantly in 2024.

The occupational service has, in essence, changed very little in the last 10 years. To ensure any future contract fully reflects the current and future needs of the Council, consideration must be given to a fundamental review of the service.

Trauma Informed

The Council implemented a Trauma¹⁵ Informed Practice Officer role in 2021 to progress a range of current and future activities including –

- A corporate awareness that mental health and physical health should be considered equally.
- Wellness action plans for all employees who require support.
- Mental Health First Aiders embedded across service, becoming a point of contact for colleagues in a time of crisis.
- A wellbeing ‘hub’ on the Core, providing a range of easily accessible and effective resources for employees.
- Embedding trauma informed approaches to staff supervision in key roles such as social work, justice services, and housing.
- Coaching and development of trauma informed practice for managers and supervisors.
- Wellness initiatives that promote wellbeing and assist employees in protecting their own health.
- Development of a corporate wellbeing strategy, informed by a staff wellbeing survey.

Trauma Informed is now a distinct project within the Strategic Change Programme Office.

Healthy Working Lives

The Council has historically maintained the Public Health Scotland Healthy Working Lives Gold award, with the Risk and Safety team coordinating the Council’s commitment to demonstrating health and safety best practice and running a variety of health campaigns to promote employee wellbeing. The Healthy Working Lives award is judged against a range of criteria including mentally healthy workplace training, supporting staff attendance, health promotion campaigns, sustainability, and active support for local charities.

In conjunction with the Council’s occupational health provider, lifestyle screening and mini health-checks have also historically been provided on a rolling programme for Council employees. These checks allow the Occupational Health Nurse to identify and offer support for simple changes that could be made to improve an employee’s health, and cover areas such as cholesterol, blood pressure, BMI, diabetes etc.

Covid and internal resourcing pressures have significantly impacted Healthy Working Lives activities across the Council since 2020. To reflect the changing landscape nationally, Public Health Scotland has recently proposed to end the award and focus on the following areas -

¹⁵ *‘Trauma results from an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual’s functioning and mental, physical, social, emotional or spiritual well-being.’* – Scottish Government National Trauma Training Programme 2021

- Supporting organisations in the key areas that will make the biggest difference to their workforce health and wellbeing, aligned to the ambition of becoming a Fair Work Nation.
- Protect and improve employee mental health and wellbeing.
- Access to services that address key issues which impact upon wellbeing, including advice on welfare benefits, debt, housing, travel to work and reducing home energy costs.

Other Considerations

Whilst the scope of wellbeing considerations is extensive, and development is underway to progress a corporate well-being survey and a well-being strategy which will align activities, the following two areas are highlighted as examples of future actions –

- Menopause – As the Council has a predominately ageing female workforce, the HR team are working on a draft policy to support people experiencing menopause.
- Light Duties – Opportunities to support employees returning to work by initially undertaking light duties can often be limited within the service area they work, but a wider corporate approach to matching appropriate light duties across services may be beneficial.

Section 8 – Culture and Experience

Vision and Values

The Employee Deal was launched in 2020, which set out the Council’s commitments to employee and their responsibilities in return. This Deal underpins the actions in the workforce plan.

OUR PURPOSE	To serve South Ayrshire	
OUR VISION	Making a Difference Every Day	
OUR VALUES	Respectful Positive Supportive Ambitious Proud	
WORKFORCE THEMES	Our Part	Your Part
Engaged and Informed	We'll be visible, supportive and honest in our leadership	Have a positive, can-do approach
	Engage with you and listen to your ideas	Get involved and share your ideas for improvement
	We'll share information and keep you up to date	Take responsibility - keep yourself up to date
Skilled and digitally confident	Give you opportunities to learn and grow to modernise the way we work	Value and take advantage of opportunities to learn and grow to modernise the way we work
	Embrace new technology	Embrace new technology
Valued, ambitious and proud	Work with you to improve services	Be adaptable, open to change, and committed to making services better for our customers
	Value and believe in you and celebrate your successes	Believe in yourself, be proud of your job and South Ayrshire
	Care for your health and wellbeing	Keep active and care for yourself
One team	Work as one team, one Council	Work as one team, one Council
	Respect each other, value our differences	Respect each other, value our differences

A range of activity led by Organisational Development supported the launch to help managers to embed the deal corporately, and a range of information is available for managers to assist them in this.

Activities being developed that link directly to the Employee Deal include –

- Utilising M365 to create a corporate Yammer channel to allow all employees access to the latest news, announcements and service updates from across the Council. For staff who don't yet have M365/Yammer access, the South Ayrshire Weekly bulletin will be replaced by regular posts on the announcements page on The Core.
- The next iteration of the Employee Opinion Survey.
- Development of a digital skills programme, incorporating a digital skills survey and competency framework (see Section 5).
- The 2023 Outstanding People Awards, recognising employee contribution in areas such as customer focus and innovation, and those who have excelled in trainee, supervisor, and team roles.

Induction and PDR

The induction process provides new employees with a strong understanding of the organisation and their role within it, and the Performance Development Review (PDR) process provides employees the

opportunity to have a more in-depth discussion about their role, and the importance of their work in meeting the wider objectives of their department and the Council.

A revised Council induction toolkit, reflecting the New Ways of Working was launched in 2022. The Partnership is currently developing its own corporate induction which will enable new starts to embrace the assumptions, values, cultures and expected behaviours that are more specific to health and social care.

With regards to the PDR process, this was refreshed to reflect the new corporate purpose, vision and values in 2020. Every employee should have a PDR meeting at least once a year to review previous actions and set expectations for the year ahead, however recorded completion rates for the Council average 40%. The PDR process allows a formal record of achievement and development, and a key action will be to increase completion rates.

[Equality and Supportive Policies](#)

Whilst the [Workforce Monitoring Report](#) confirms the equality demography of the workforce, a range of activities is undertaken to promote and embed equality across the Council.

The equality officer works closely with services across the Fair Work, Gender Pay Gap, and Race Equality action plans, whilst still giving cognisance to discreet issues that impact on disabled employees

The Council is developing distinct employee forums covering three initial groups - Black and Ethnic Minority (BAME), Lesbian, Gay, Bi-sexual, Transgender (LGBT+), and Disability. These forums will listen to and understand the experience of employees who identify with these groups, identifying ways to address any issues or concerns, and celebrate positive outcomes. It is hoped that aspects of these forums will develop in a pan-Ayrshire context over the next 18 months.

A priority is to deliver more meaningful equality data linked to programmes such as 'The Promise' (Care Experienced Young People) that is focused on whole life stories, adaptive, impactful, and clearly links to improvement.

The Council will continue to develop supportive policies for employees, previous examples including extended leave to parents of premature babies and being the first Council in the UK to provide 'safe leave' for those who have suffered domestic abuse.

Section 9 – Action Plan

[Targets and Measurements](#)

The following action plan details the broad range of activities which will be undertaken and is based on the 5 Pillars of the Workforce Journey also contained within the Partnership workforce plan. An annual update on progress will be reported to the Service and Improvement Panel, with actions incorporated within the Council’s corporate performance reporting systems. Delivery will be subject to available resource within Lead and Support services.

Theme	Aims	Actions	Timescale	Lead	Support
<p>PLAN</p> <p><i>Supporting evidence and outcome- based workforce planning</i></p>	<p>Embed workforce planning</p>	Incorporate workforce planning into the service planning process.	December 2023	Policy, Performance and Community Planning	Organisational Development /Service Leads
		Incorporate workforce planning into the Transformation Programme.	December 2023	Strategic Change Programme Office	Organisational Development /Service Leads
		Revise workforce planning and succession planning manager toolkits.	June 2023	Organisational Development	Service Leads
		Workforce planning training for CLT and Service Leads.	December 2022	Organisational Development	Service Leads
		Align future Workforce Monitoring equality reports with workforce planning reports and updates.	December 2023	Policy, Performance and Community Planning	Organisational Development
	<p>A more comprehensive understanding of the workforce</p>	Development of Oracle Fusion workforce data reports, and M365 Power BI progression.	December 2024	ICT	Human Resources
		Provision and analysis of workforce profiles until Oracle Fusion reports available.	June 2023	Organisational Development	Service Leads
		Review and re-launch of the exit and starter surveys.	December 2023	Organisational Development	Human Resources
	<p>Becoming ‘future-proofed’ in developing areas</p>	Review of casual demand, processes, and development of an online sourcing and allocation tool to support future casual work allocation.	tbc	tbc	ICT / Human Resources / Service Leads
		Consider and progress recommendations within the Digital Maturity Assessment.	December 2023	Corporate Leadership Team	ICT
<p>ATTRACT</p> <p><i>Effective recruitment to attract the best staff into the Council</i></p>	<p>A comprehensive pipeline of future employees</p>	Regular school and further education recruitment engagement programmes.	August 2023	Thriving Communities	Service Leads
		Progression of employability opportunities and national funding programmes.	August 2023	Thriving Communities	Service Leads
		Further development of employability programmes to meet identified workforce and succession planning needs.	August 2023	Thriving Communities	Service Leads / Human Resources / Organisational Development
		Development of internal career pathways within services.	December 2024	Service Leads	Organisational Development / Human Resources
		Participation in a range of national workforce planning activities and groups, with updates provided in the workforce plan annual report).	October 2023	Organisational Development	Service Leads / Human Resources /
	<p>More effective recruitment</p>	Streamlining recruitment processes to reduce the length of time from vacancy management to contract issue.	June 2024	Human Resources	ICT
		Explore enhancement available on MJS recruitment portal and implement when possible.	June 2023	Human Resources	Service Leads
		Development of thematic and locality-based programmes of online and f-2-f recruitment events and vacancy/job promotion.	As per individual service	Service Leads	Human Resources

		Consideration of notice period requirements to ensure the Council is consistent with other employers.	June 2023	Human Resources	No support required
		A short life working group (multi-agency), in conjunction with the HSCP, exploring the international Health and Social Care Visa and refugee talent pool.	June 2023	Human Resources	Organisational Development / Service leads
TRAIN <i>Supporting staff through education and training to equip them with the skills to undertake their role effectively</i>	Effective corporate and service-specific training	Review and streamline 'employee essentials' online courses.	June 2024	Organisational Development	Human Resources
		Development of a corporate Leadership Development Programme.	December 2023	Organisational Development	Service Leads
		Application and facilitation of the annual Workforce Development Fund.	October 2023	Organisational Development	Service Leads
	Employees at all levels have the necessary digital skills and confidence	Completion of a digital skills competency framework, gap analysis and associated action plan.	December 2023	Organisational Development	Service Leads
		Development of a digital champions network.	December 2023	Organisation Development	Service Leads
	Reduce risk/impact of critical post leaving	Refresh of the corporate succession planning toolkit, focusing on future leadership and statutory posts, and skills/knowledge/experience gaps in service critical roles.	June 2023	Organisation Development	Service Leads
EMPLOY <i>Making SAC and "employer of choice" by ensuring staff are, and feel, valued and rewarded</i>	More effective communication and collaboration	Further promotion and embedding of a corporate employee Yammer channel.	October 2023	Communications	Service Leads
		Development and implementation of a corporate Employee Opinion Survey.	December 2023	Organisational Development	Service Leads
	An increase in PDR completion rates	Increased undertaking of PDR across all services, and positioning that PDR is <u>the</u> key tool to capture and review corporate and personal objectives.	December 2023	Service Leads	Corporate Leadership Team (to reinforce)
	Employees feel rewarded and recognised	Further recognition for innovation and 'best practice' through award schemes including COSLA, APSE, SAC Outstanding People Awards.	As per individual scheme	Organisational Development	Service Leads
NURTURE <i>Creating a workforce and leadership culture focusing on the health and wellbeing of all staff</i>	Effective occupational health services and absence mitigations that reflect the current and future needs	Review and evaluation of Occupational Health services prior to re-tender.	August 2024	Human Resources	Service Leads/ Strategic Change Programme Office
		Further consideration of support specific to psychological, musculoskeletal and long-covid absences.	December 2023	Human Resources	Service Leads
		Menopause – Devolution of a separate policy and related activities such forums or workshops	June 2023	Human Resources	Organisational Development
		Review light duties process and other related opportunities across services to enable employees to begin the return-to-work process sooner.	December 2023	Service Leads	Human Resources
		Consideration on ageing workforce over the next 10 years when reviewing personnel policies.	December 2023	Human Resources	Service Leads
		Further input into national wellbeing groups (such as the SPDS Wellbeing Group), benchmarking, and exploration/adoption of national wellbeing tools and solutions.	December 2023	Human Resources	Organisational Development
	Enhanced employee wellbeing	Consideration of the proposed changes to the Healthy Working Lives scheme which aims to support workplace health and improve staff health and wellbeing in Scotland.	December 2023	Risk, Safety and Resilience	Human Resources
		Review of health and financial employee well-being activities, that will inform an aligned approach which has an additional focus on Trauma Informed Practice (safety, choice, collaboration, trust and empowerment).	December 2023	Policy, Performance and Community Planning	Human Resources / Risk, Safety and Resilience / Organisational Development / Corporate Leadership Team

Appendix 1 - 2022 Workforce Planning Template Responses Summary

Service	Example activity which may/will impact workforce	Identified risks (based on workforce profile)	Forecasting	Mitigations/Source	Wider considerations
Place Directorate					
Strategic Change Projects	<ul style="list-style-type: none"> Reflecting the breadth of projects, temporary posts will be made permanent with two additional full time permanent posts be recruited to the team. 	<ul style="list-style-type: none"> Potential delays in recruitment due to specialist nature of posts. 	<ul style="list-style-type: none"> No substantive change, however subject to transformation programme. 	<ul style="list-style-type: none"> An effective recruitment process will ensure appropriate resources/skills are added to the team. Development of internal training courses and knowledge transfer/peer training. 	<ul style="list-style-type: none"> To fully support services with their change development, an additional focus on the following skills – <ul style="list-style-type: none"> Service redesign Consultation Managing workforce change Enhanced financial/budget awareness.
Economy and Regeneration	<ul style="list-style-type: none"> Implementation of the Council Strategic Economic Plan: Vision 2030. Emerging Regional Economic Strategy. Changes to the external environment, economic shocks, and changes to external funding environment. 	<ul style="list-style-type: none"> Large number of externally funded posts and temporary positions. Ageing workforce. 	<ul style="list-style-type: none"> Consideration of specific Commercialisation/Bid Officer role requirements. 	<ul style="list-style-type: none"> A focus on stability and certainty in the workforce. Developing a more flexible and agile service. Transition of the service in response to changes in the external environment. Review of external funding proposals/revenue requirements. Maximising opportunities via the Ayrshire Growth Deal Testing new types of operating models. 	<ul style="list-style-type: none"> Service commercialisation capability and skills for business. Ongoing adaptation to regulatory environment. Requirement for better integration, alignment, and coordination across stakeholder services.
Facilities Management	<ul style="list-style-type: none"> A service review of the frontline operational employees is planned for 2022 during which we will look at ways of enhancing service delivery. Enhanced cleaning which has been in place for the past 2 years due to COVID-19, is likely to continue for the forthcoming year and this has resulted in an increased workforce and increased budget constraints. The catering service has expanded and changed significantly in recent years due to – <ul style="list-style-type: none"> Expansion of Universal Free School Meals for all Primary 1 to Primary 5 children Increased meals for EYCs. The introduction of Natasha's Law, enhanced school food regulations and new nutritional analysis software to support service delivery An increase in the number of specific dietary requirements An increase the number of kitchens preparing and supplying meals to export schools. 	<ul style="list-style-type: none"> Cleaning & Janitorial services have a workforce of which 73% is over 50 years of age. There is a large turnover of staff. Opportunities for career progression for front line operational staff are limited as the jump from a Grade 4 to Grade10 is significant and many employees require additional support prior to applying for a promoted post. 98% of the workforce are part-time and at the lower end of the salary scale impacting on recruitment and retention. 	<ul style="list-style-type: none"> Consideration of additional capacity within Project Support, Assistant, Supervisor and Team Leader roles. 	<ul style="list-style-type: none"> Review recruitment processes and job descriptions to create posts that are attractive to potential applicants. The Service Review will provide the opportunity to review and develop frontline operatives to ensure service delivery is a priority. Continue close working with the DWP and SAC Thriving Communities, who run various recruitment programmes and placements. Explore creation of multi-skilled roles covering Cleaning, Janitorial and Catering. This will allow staff to be utilised in all areas of the business and be easily moved between locations. 	<ul style="list-style-type: none"> Additional focus on targeting and recruiting younger, males, in conjunction with The Job Centre job matching programme. Any change made to the FM service will affect all Council premises including schools. The multi-skilled roles will require larger contracted hours.
Housing Services	<ul style="list-style-type: none"> Future Operating Model job roles and work styles may lead to changes to proposed staffing establishment. 	<ul style="list-style-type: none"> In some job roles, there are groups of employees who are aged 50+, therefore it is essential 	<ul style="list-style-type: none"> Activities that were carried out by Corporate Asset Management may transfer to Housing Services. 	<ul style="list-style-type: none"> Resources would come from existing staff, and any resultant vacancies 	<ul style="list-style-type: none"> As part of the cyclical review of the Housing Revenue Account Business Plan, areas of service pressure and

	<ul style="list-style-type: none"> Legislative changes around homelessness and landlord compliance functions are likely to have an impact on the workforce and configuration of teams to deal with increased areas of responsibilities and duties. As part of the Covid Recovery projects, additional resources were targeted to areas of homelessness prevention activity and anti-social behaviour, as these were acknowledged as 'pressured areas of activity'. The benefits will be analysed over time to establish the longer needs in these areas of work. 	<p>to ensure that appropriate succession planning takes place to ensure that the service creates skilled and experienced employees for the future.</p>	<ul style="list-style-type: none"> Subject to internal arrangements for the delivery of landlord compliance functions, there may be a need for an increased number of staff to be involved in asbestos management. Housing First is temporarily funded, and this approach forms part of longer term approach to homelessness and is likely to involve an increase in staffing resources. 	<p>would be filled from corporate recruitment processes.</p> <ul style="list-style-type: none"> Joint work will take place with Housing Policy & Strategy colleagues to assess the impact and outcomes and to identify potential funding sources to support Housing First. Housing Options training is being developed nationally and will be cascaded to all relevant staff, with the costs of providing this training being accommodated within existing budgets. In terms of succession planning and feedback from the PDR process, requests for further education have been received, particularly around the Post Graduate Diploma in Housing and the CIH Housing Qualifications. 	<p>current demands are consistently reviewed and considered.</p> <ul style="list-style-type: none"> Where the Council continues to develop new build housing units and increases the housing stock, there is the potential for more staff to be required to deliver landlord functions. The development of the Housing Management System will need employee resources to support the implementation of the project. Once implemented, the system should reduce the time needed by staff to process housing applications and will allow resources to be directed to the provision of homeless prevention and housing options advice.
Planning and Building Standards	<ul style="list-style-type: none"> Vacancies of staff dealing with Developer Contributions and planning enforcement is having an immediate impact on the service. New Planning Regulations (due before the end of 2022) will impose additional tasks on the Planning service. 	<ul style="list-style-type: none"> Older workforce in some roles. 	<ul style="list-style-type: none"> New Planning regulations will require a level of additional resource. Developer Contributions & Planning Monitoring requires to be resourced to ensure it is fit for purpose and to mitigate risk. Supervisor Planner and Planning Enforcement posts. 	<ul style="list-style-type: none"> Consideration of a dedicated Team to deal with Developer Contributions, Restoration Guarantees and Planning Monitoring (including planning enforcement). Potential upgrading of specific levels to meet future requirements, and new posts would require recruitment. 	<ul style="list-style-type: none"> After assessment of the new regulations and subsequent workload, the service will identify the key skills required to deal with the new duties. Some roles may be more related to Community engagement and technical plan preparation.
Procurement	<ul style="list-style-type: none"> Future Operating Model will have minimum impact on the service. The Oracle FUSION upgrade will require additional permanent CAP team resource due to duties being passed over regarding invoicing/expenses claims. The Ayrshire Growth Deal has anticipated projects for 2022/23 for the South Ayrshire area and may require additional Procurement Officer resource to progress with procurement exercises in 2022 and beyond. 	<ul style="list-style-type: none"> Key temp posts end September 2023. 	<ul style="list-style-type: none"> Based on the current tender wave plan and capital plan, further capital projects have been identified beyond 2023. Resource will have to be allocated to cover ICT capital projects where procurement support is required. Recruitment of qualified Procurement Officers continues to be challenging across Scotland. SAC salary grades appear to be slightly lower than neighbouring Councils for more senior roles and lower in general compared to that of the private sector. The tender wave plan is currently being mapped out for the next 2 years and allocated to existing officers. Additional CAP team resource will be required prior to ORACLE fusion going live to compensate for the expenses input being moved to the CAP team. 	<ul style="list-style-type: none"> A graduate scheme may be beneficial to "grow our own" but with no incentive to complete the formal procurement qualification CIPS, the risk is no return on investment as staff seek better opportunities other organisations. Explore solution such as implementation of a graduate career graded post where career progression and hitting milestones (like CIPS) would be reflected in salary progression. Upskilling existing staff would be preferable via training courses from SXL and through the CIPS qualification. 	<ul style="list-style-type: none"> Temp ICT resource could impact capital project procurements. Additional Ayrshire Growth Deal projects which will be larger scale procurements will need a dedicated resource to maintain the current level of performance within the team.
Professional Design Services	<ul style="list-style-type: none"> No service review planned or savings to be achieved. 	<ul style="list-style-type: none"> No identified risks, as no staff close to retirement age, and it is an established team with a low turnover of staff. 	<ul style="list-style-type: none"> One temporary contract ends on 31st March 2022, this will not cause any operational issues 	<ul style="list-style-type: none"> Available Consultant Frameworks provide additional support when required (Architectural & Quantity Surveying). 	<ul style="list-style-type: none"> None identified.
Property Maintenance	<ul style="list-style-type: none"> Exploring a reduction in f2f appointments and introducing new ways of reporting repairs to allow jobs to be raised without the need to visit residents' homes (video uploading etc.) 	<ul style="list-style-type: none"> In a survey carried out by APSE (Association of Public Service Excellence) in 2021, the average age in local authority Property Maintenance departments in 	<ul style="list-style-type: none"> Ensure the correct number of staff to carry out all works in the department and to look to increase the apprenticeship programme. 	<ul style="list-style-type: none"> In 2012 there were 9 apprentices in Property Maintenance in 2021 there were 21. A further 6 new apprentices are coming on board in July 2022. 	<ul style="list-style-type: none"> The service was voted best Property Maintenance provider in the UK at APSE awards in December 2021, evidencing an effective approach to workforce planning.

	<ul style="list-style-type: none"> Progression of the workforce using digital devices to carry out repairs to the complete workforce. Officers now based at home set days per week and in the office for other days and this will be the way forward in 2022 and beyond. McCalls Avenue Business Centre has been fully adopted to comply with safety measures. 	Scotland was 51 years of age with it being 49 years of age in the UK. This is reflective of SAC and with employees now retiring earlier represents a risk to service delivery longer-term.	<ul style="list-style-type: none"> Going forward the requirement will be for all staff to be more flexible, and the service is considering current working / operating hours that may include elements of weekend working. 	<ul style="list-style-type: none"> Recent recruitment has attracted the age group of under 30 years of age and this is vital to the long-term stability of the department. Exploring Adult Apprentices with a view to taking on 4 in August 2022. Ensure the service training programme is fully kept up to date and that all employees are offered the chance to be multi-trade to move to the requirements of the future. 	<ul style="list-style-type: none"> By bringing more external contracts internally and to manage these works streams as a business to achieve savings for SAC, however this would have a direct impact on the private sector who currently carry out works for SAC.
Special Property Projects	<ul style="list-style-type: none"> Fluctuation in number of major capital projects. Workforce salaries are funded from capital programme project budgets. 	<ul style="list-style-type: none"> No immediate risks, as an established small team. 	<ul style="list-style-type: none"> No planned change, but subject to capital programme. 	<ul style="list-style-type: none"> All key posts funded and in place. 	<ul style="list-style-type: none"> None identified.
Asset Management and Community Asset Transfer	<ul style="list-style-type: none"> No service review planned or savings to be achieved. 	<ul style="list-style-type: none"> There are two members of staff who are close to retirement age. Risk generally low as it an established team with a low turnover of staff, and all staff are on permanent contracts. 	<ul style="list-style-type: none"> No planned change, but subject to the next Council Plan. 	<ul style="list-style-type: none"> We have Consultant Frameworks which provide additional support when required (Valuation and Energy Projects). 	<ul style="list-style-type: none"> None identified.
Waste Management	<ul style="list-style-type: none"> The construction/procurement of a HWRC and Transfers stations will increase the number of staff needed within the service. In line with the Councils' approved Waste Strategy the service is taking total control and significantly reducing the reliance on contractors. This again will require additional employees but should in turn realise significant revenue savings. Temporary funding of Neighbourhood Hit squads ceases in July 2023 and unless permanent funding materialises it will have a detrimental effect on our street cleansing and cross-boundary work within less affluent areas of South Ayrshire. 	<ul style="list-style-type: none"> The workforce is predominantly over 50 years old therefore the skills profile of the overall workforce requires to be set to allow natural progression and succession planning. 	<ul style="list-style-type: none"> The Service Coordinator - Waste Strategy post (currently a 24-month term with funding until January 2024) is required on a permanent basis to continue to drive the service forward and seek efficiencies. The service is currently in the process of implementing the Waste Strategy with a key element being the procurement/build of a new HWRC and transfer station. This will come with TUPE implications and the potential transfer of several staff. There is an element of unknown surrounding the Scottish Government Deposit Return Scheme which is due to be introduced in 2023. Although there will be no initial significant impact it may have staffing implications in the following years. 	<ul style="list-style-type: none"> The Service Coordinator and Hit Squad posts may be funded from any savings identified within the wider waste strategy. There is a clear programme which identifies training opportunities from LGV driver to gaining Certificate of Technical competence, HNC and professional qualifications. Currently all costs for training are budgeted and met within the financial constraints of the service, however with additional staff and functions being introduced this may become unsustainable. 	<ul style="list-style-type: none"> Waste legislation is forever changing with impacts expected in the next couple of years from the impact of the Deposit Return Scheme which will impact on the quantity of recycle collected.
Grounds Maintenance and Bereavement	<ul style="list-style-type: none"> The expansion of the green waste recycling facility and production will impact on employee requirements. Expansion may include the processing of green waste from EAC and NAC as well as the private sector, leading to further commercialisation. 	<ul style="list-style-type: none"> Nearly half of the workforce is over 50 years old therefore the skills profile of the overall workforce requires to be set to allow natural progression and succession planning. 	<ul style="list-style-type: none"> Potential requirement for additional employees for the expansion of the green waste recycling. This may be in 2024/25 depending on the timescales for land and construction. 	<ul style="list-style-type: none"> Capital funding is already in place for the development and equipment of the new facility. Significant revenue savings will be identified with the service procuring/building its own facility and commercialising the product. The additional posts will be funded from any savings/income identified in the business case. There is a requirement to look at proper apprenticeships to bring through younger members of staff with the skills to replace those who will be retiring over the next few years, subsequently allowing progression, and creating a more balanced age profile. 	<ul style="list-style-type: none"> Further corporate support may be required from the Strategic Change Programme Office.

				<ul style="list-style-type: none"> Currently all costs for training are budgeted and met within the financial constraints of the service, however with additional staff and functions being introduced this may become unsustainable. 	
People Directorate					
Policy, Performance and Community Planning	<ul style="list-style-type: none"> Proposed restructure to be considered by Leadership Panel at next available date. Strategic direction of new administration. Government policy/guidance. Funding – SG and Covid Recovery. 	<ul style="list-style-type: none"> Structure too flat to encourage succession planning. Temporary staff dependent on different funding streams – some using annual SG budget and some using Covid Recovery. Risk of skills lost when funding ceases. 	<ul style="list-style-type: none"> Ongoing requirements related to Social Lets and Wallacetown currently met by temp staff. 	<ul style="list-style-type: none"> The proposed structure will meet the Council's strategic housing needs and improve accountability and leadership within key areas of Best Value. Consideration of alternative budgeting and monitoring of RRTP funding. 	<ul style="list-style-type: none"> All areas within this service interact with other services, partners and stakeholders, so changes can have a wider impact.
Central Education	<ul style="list-style-type: none"> Scottish Government education manifesto commitments. National developments and priorities related to - <ul style="list-style-type: none"> Child Protection and Wellbeing Data Migration National ASL Review WrapAround Childcare Early learning and childcare for 1&2yr olds Digital programmes including Oracle Fusion, SEEMIS, and pupil devices. 	<ul style="list-style-type: none"> The capacity and ability to implement effective staff induction. CPD/CLPL training whilst working from home is a risk on the development of staff. Succession planning to mitigate the impact of losing experienced staff (due to retirement), especially in teams such as Education Resource Planning. Although there are no immediate profile risks, there is an awareness that retention of skilled staff can be challenging, and talent-loss can come where only temporary posts are considered. 	<ul style="list-style-type: none"> Consideration of a range of posts to meet local and national commitments, including – <ul style="list-style-type: none"> Childcare and Wellbeing Covid Recovery and Attainment Literacy and Numeracy Development Children's' Rights and Participation Early Years expansion projects. 	<ul style="list-style-type: none"> Shift in focus from the pandemic to educational recovery. Supporting school PEF funding and Strategic Equity Fund. Supporting the development of the literacy strategy across all schools and EYCs. Ensuring that the views of young people are reflected in education planning, policy and decision making. Establishing a range of funding related to the Temporary Attainment Challenge and ASL. Potential to recruit internally from suitably knowledgeable teaching staff, and internal secondment opportunities. 	<ul style="list-style-type: none"> Additional resource will be required to develop Education staff skills and deliver training on many of the forthcoming activities specified. Many of the forthcoming activities will require support from SAC ICT colleagues. Increase in recruitment from Scottish Government initiatives will require support from SAC HR, Recruitment and Employee Services staff.
Communications	<ul style="list-style-type: none"> Additional temporary resource has brought the service closer into line with other Council comms teams. The launch of new administration's council plan and commitments will determine the demand for comms/corporate branding. 	<ul style="list-style-type: none"> No current turnover or ageing workforce issues. Temporary contracts pose a risk unless approval obtained (based on evidence) to fund some or all of these on a permanent basis. 	<ul style="list-style-type: none"> The service has secured additional temp resource for 2 years from March 2022. 	<ul style="list-style-type: none"> Service will review data and Comms Assistant activities/impact over the next 2 years and submit staffing proposals accordingly. Training costs will be met from existing budget with in-house development and coaching also provided. The creation of the 3 temp roles has increased our capacity for developing proactive campaigns and will reduce waiting times for in house design work. 	<ul style="list-style-type: none"> Yammer and other digital platforms will provide opportunities for improved internal communication. Alternative serviced delivery, such as outsourcing design and campaign work, does not represent best value and would cost the organisation more than the current model. The current model has introduced new Assistant Comms Officer posts which take a multi-skilled approach and include design work.
Customer Services	<ul style="list-style-type: none"> Proposals to move to an appointment-based system for f2f enquiries for vulnerable customers were not approved by Council as part of the FOM paper in March 2022. A further paper with proposals is to be submitted in September. SAC's decision to move back to pre-Covid ways of working (post restrictions) will 	<ul style="list-style-type: none"> Customer Services is a predominantly young workforce and the structure and succession planning initiatives carried out within the service affords clear career progression, where resource allows. Turnover has been high in the last 18 months, in part due to the 	<ul style="list-style-type: none"> As Customer Services administer the Netcall system for a growing number of users in other services, the requirement for resource in this area may also grow. There is currently an additional supervisor in post (funded by a secondees' budget), and additional 	<ul style="list-style-type: none"> Development for handling f2f enquiries will be required for those who have joined in the past 24 months. This is more manageable on an appointment-based system. Workforce planning is an ongoing task in Customer Services, as evidenced by the continuous change in approach, staffing structures and numbers (e.g., 	<ul style="list-style-type: none"> Customer Services handles enquiries on behalf of all council services. Services should move where possible to digital options (e.g., reducing the need for the collection, completion, and submission of paper forms etc.). Increased digitalisation will reduce the number of enquiries to Customer Services and better help the service

	<p>impact on resourcing 5 centres as well as the volume of calls currently received.</p> <ul style="list-style-type: none"> Customer trends have shifted and moved more to the 0300 number, and service has introduced a phone appointment system for some types of enquiries. There is robust data which allows measurement of customer trends which in turn influences workforce planning. 	<p>uncertainty of the future operating model.</p> <ul style="list-style-type: none"> Some current supervisors are still relatively inexperienced, and several advisors who joined in the last 2 years have limited experience of managing face to face enquiries - this would require development. 	<p>funding may be required to support this going forward.</p> <ul style="list-style-type: none"> The decision of councillors in Sept 2022 will determine the future resource requirements. 	<p>the previous merger of the contact centre into f2f centres based on customer trends).</p>	<p>to target resources at those who need it most, while providing a modern and convenient digital service to the increasing number of customers who have digital access.</p>
Information and Advice Hub	<ul style="list-style-type: none"> The cost-of-living crisis has significantly increased demand for advice services. Year-on-year the number of enquiries has increased with another 34% increase in enquiries in 2021/22. The crisis in Ukraine will also impact, depending on the number of individuals and families requiring support in South Ayrshire. 	<ul style="list-style-type: none"> A significant percentage of the team are on temporary contracts due to temporary funding which poses a risk in terms of staff turnover and delivery of the service. The growing demand for Hub services also places a risk on service resilience. 	<ul style="list-style-type: none"> The service measures customer trends on an ongoing basis. The 34% increase in demand in 2020/21 resulted in temporary funding to create 3x Senior Advisor and 2x Advisor posts, some of which are community based and provide targeted support across the authority area. Enquiries have risen by a further 34% in 2021/22, and approval has been gained to fund a further 2.4 Advisors. 	<ul style="list-style-type: none"> Future resource will be identified by measuring customer trends and continuing to provide a wider range of ways in which customers can access the service including web based; video call; phone and face to face. The service measure time spent as well as enquiry types to assess staffing needs on an ongoing basis. Teams already multi-skilled by nature, although further training will be required in areas such as immigration law. There is an intention to make a bid for permanent posts based on customer need and increasing demand. 	<ul style="list-style-type: none"> Consideration was given to aligning the service with the Benefits Service as part of a wider service review in 2021 but the present model was approved as the preferred option. The Service has ongoing and close working relationships with a variety of partners, including the Improvement Service and Money Advice Scotland.
Organisational Development	<ul style="list-style-type: none"> The Organisational Development (OD) team were deployed to Covid related work (Covid Response Team) during much of the pandemic in 2020 which has had a knock-on impact on the delivery of projects, and this has been replicated to an extent by the support OD is now providing to Ukraine refugees. The team has been made smaller in recent years as one vacant OD Officer post is being used to fund an assistant post in the communications team. 	<ul style="list-style-type: none"> No immediate risk however the OD team is tasked with a wide range of diverse projects which can impact on service resilience. OD has instigated better ways of measuring time spent on projects which will assist in projecting future workforce needs. 	<ul style="list-style-type: none"> OD predicts a stable team over next 2 years and will continue to measure time spent on projects/ delivery of Service Plan objectives to inform workforce planning. 1x -Coordinator post is also responsible for a range of other services such as the Hub and Customer Services. The other coordinator is a Change and Improvement role which supports workforce planning and digital skills. 	<ul style="list-style-type: none"> The OD team undergoes continuous development and has set up an in-house programme to ensure every member of the team has the digital skills required to create engaging online learning. 	<ul style="list-style-type: none"> OD is trained to administer and deliver a range of psychometrics such as 16PF and MBTI, which supports a range of senior management development and recruitment.
Thriving Communities	<ul style="list-style-type: none"> There remains a high number of staff in temporary funded positions in the areas of Health and Wellbeing and Employability. Uncertainty with temporary funding has resulted in some staff leaving the council or returning to their substantive post. The introduction of Modern Apprentices and support for officers to gain CLD Professional Qualifications have addressed issues that were highlighted through workforce planning within CLD in 2019. The Community Empowerment Act and CLD Regulations clearly demonstrate the need to retain community workers, particularly those who are qualified. An increase in outdoor education/learning opportunities has meant additional officers have been recruited across the service. Covid-19 Recovery Funding will end in 2023 and additional posts that were recruited will end. This could have an impact on service delivery if additional 	<ul style="list-style-type: none"> The main challenge for CLD is the lack of interest in bank and part-time youth work positions and this is having an impact on service delivery. Other temporary funded posts could be at risk if funding ends 	<ul style="list-style-type: none"> As the new structure is still in its infancy there should not be a significant variance in what is predicted, however the service has secured additional funding to support the Scottish Government 'No-One Left Behind' agenda. This funding will require additional resources and it is anticipated between April and June there will be new officers joining the service. 	<ul style="list-style-type: none"> Early discussions have taken place with finance and HR to discuss the replacement of ESF programmes that are due to end in December 2022. Proposals include creating an adult employability structure using existing core budget or using external funding that could be available to create another temporary structure. Officers are awaiting further information and have proposed to take a paper to Leadership Panel in October 2022 detailing proposals. Officers continue to review and develop service delivery at Dolphin House, this may require additional staffing if funding can be secured or if there is an increase in income. Propose new structure to replace ESF. Maintain core funding while securing additional external funding. Thriving Communities SMT discusses workforce planning issues and opportunities. Through PDR's and 	<ul style="list-style-type: none"> Internal and corporate CPD budgets have allowed staff to develop their skills and professional qualifications. Ensuring there is budget to allow officers to develop their professional qualifications will help enhance the organisation and retain staff. Modern Apprenticeship funding continues to support young people into the organisation. Thriving Communities engages with other services across the organisation annually to discuss opportunities for Modern Apprenticeships or other employability funded programmes. Funding arrangements currently meet the substantive needs of the service and Council. Any changes to external or internal arrangements to fund the Modern Apprenticeship programme would have a direct impact on other services across the organisation. The M.A. programme has helped address an

	funding cannot be identified to recruit new or upskill existing officers.			employee engagement, specific training needs are identified.	aging workforce, skills gap and provided opportunities for underrepresented groups.
Destination South Ayrshire	<ul style="list-style-type: none"> Implementation of Events and Tourism Strategy, Physical Activity and Sport Strategy and Golf Strategy. Implementation of recent service review. Opening of new facilities such as the Riverside Sports Arena, Riverside Block, the Heritage Hub, and the Stables. Potential use of libraries as warm spaces in winter months. Current audit of cash handling processes 	<ul style="list-style-type: none"> There is a reliance on casual staff and temporary staff to deliver a range of front-line services. There is a risk the service may not be able to open facilities if BOB shifts (casual and additional hours) are not covered. Current 4-week notice period creates a risk due to key front-line posts remaining vacant for longer. Within Tourism and Events there is a higher percentage of staff who are over 50 who may retire within the lifetime of this plan. There may be limited progression within the libraries and museums service as some posts require specific qualifications. 	<ul style="list-style-type: none"> Increase in staffing numbers will be required due to opening of new facilities and increased number of events and activities. Maybole regeneration short term funded project. 	<ul style="list-style-type: none"> Analysis of footfall and income data to identify what staffing levels and opening hours are required at the new facilities. Identifying budget through the resource pressure process when new facilities come on site. Plan events and activities around available funding and identify staffing levels required to deliver. Support succession planning by widening the staff involved in service delivery. Provide an induction process and staff shadowing and mentoring to upskill new staff. Consider alternative delivery models allow sites/facilities to open with less staff rather than closing 	<ul style="list-style-type: none"> It is difficult to recruit the level of staff required to delivery front-line services such as catering assistants on casual contracts. Increased temporary or permanent contracts may be required, however this would require ELT approval.
Chief Executive Directorate					
Corporate Accounting	<ul style="list-style-type: none"> Implementation of Oracle Fusion. Covid response/ recovery tasks: duration of additional grant income and payment processing. Future Operating Model: definition of workstyles. Outcome of corporate management structure considerations (e.g., directorate structures, etc). Best Value/ external/ internal audit recommendations (current and future). 	<ul style="list-style-type: none"> High percentage of senior staff (L12 and above) approaching or over 50. No professionally qualified (CCAB) staff currently in unqualified posts (succession consideration). Notice period: currently 4 weeks for senior (qualified) staff – other Councils require 12 weeks. Working from home arrangements facilitate easier transition of staff and remove historic restrictions of geographic base/ location. 	<ul style="list-style-type: none"> All permanent posts will be required through transition period for Oracle Fusion implementation. No significant variance identified. Implementation of Oracle Fusion should facilitate streamlining/ automation of manual tasks, which in turn should free capacity to allow the service to add more value to client services. 	<ul style="list-style-type: none"> Maintain existing workforce levels where possible. Funding currently in place for short-term temporary posts. Implementation of Oracle Fusion should facilitate streamlining/ automation of manual tasks. Following implementation and roll-out of Oracle Fusion, opportunity to review workforce requirements. No significant change is currently foreseen, as new system will facilitate automation/ streamlining of manual processes which will create capacity to add value to clients. Service delivery options considered during 2018 Service Review; in-house provision remains preferred option. Staff training and development needs to progress across all grades, both to commence formal training for recent intake of junior staff and to progress mid-tier staff towards professional CCAB qualifications. Some additional funding from out-with the service may be required to support this 	<ul style="list-style-type: none"> The implementation of Oracle Fusion will progress the Corporate Accounting service further towards a self-service provision for some aspects of accounting support.
Democratic Support	<ul style="list-style-type: none"> Result of the Local Government Elections in May 2022/ strategic direction of the new Administration. Outcome of the Future Operating Model. Continued move to live streaming/hybrid/online meetings. 	<ul style="list-style-type: none"> Current structure may not be the correct structure to support the new Administration. Predominately older workforce, requirement for succession planning. 	<ul style="list-style-type: none"> In part dependent on resource required for live streaming hybrid meetings and additional workload involved in servicing. County Buildings Officers – business requirements for this role will be 	<ul style="list-style-type: none"> The service will be submitting a report for additional temporary staff resource and will require continuing ICT support in Committee Services both for webcasting and hybrid meetings and the role out of M365/SharePoint etc. 	<ul style="list-style-type: none"> Further changes are contemplated post LGE 2022 elections.

			affected by outcome of Future Operating Model.	<ul style="list-style-type: none"> Consideration of external training to support new intake. 	
HR/Payroll	<ul style="list-style-type: none"> Outcome of the Future Operating Model, and specific consideration of long-term homeworking options alongside face-to-face meetings as required. The introduction of Oracle Fusion will create improved ways of working via manager and employee self-service. In line with Oracle Fusion, we are currently realigning the work activities of the Payroll and Recruitment team to separate the work into two distinct teams. In conjunction with OD, consider service delivery model for employee training activity and induction. 	<ul style="list-style-type: none"> The profile of HR has remained static over the years meaning most of the workforce is over 50 years of age and with a history of long service. Dilution of knowledge – due to long service employees retiring. Recently reviewed and amended the structure to aid succession planning and enable a clear career progression within the service, however further work may be required in this area. 	<ul style="list-style-type: none"> A recent review created a Level 8 HR Officer and Administrator to support the work of the team and develop a career path as part of workforce/succession planning considerations. It is difficult to predict a variance to the workforce pending decisions on the Future Operating Model and the overall impact of Oracle Fusion system and its ability to streamline processes. 	<ul style="list-style-type: none"> Ongoing consideration of different ways to deliver the service as evidenced by the two new roles, as well as the ongoing work in Payroll and Recruitment linked to Oracle Fusion. 	<ul style="list-style-type: none"> Key elements of HR/Payroll activities will be guided by decisions taken by other services as part of the Future Operating Model. Changes to other services may result from greater use of digitalisation and Oracle Fusion.
ICT - Enterprise Architecture	<ul style="list-style-type: none"> Implementation of both ICT and Digital Strategies. ICT capital investment programme. The Council's move to deliver more of its digital services via the Cloud will impact the ICT workforce require to support this. Digital transformation and Digital Maturity Assessment. Scottish Cyber Resilience Strategy. 	<ul style="list-style-type: none"> Number of staff on temporary contracts that are only required to give 1 week notice, and all are working on key digital change projects/programmes for the Council. This adds risk to all projects and can negatively impact project delivery. Current 4 week notice period for permanent staff also creates a risk. Potential for Senior post-holder to retire within lifetime of this Plan. Potential that the current level for Senior ICT Security Analyst (12) may not be at the right level to attract a suitable candidate. This was also experienced by North Ayrshire Council who had to redesignate a similar post as an 'ICT and Cyber Security Architect' with a higher salary. 	<ul style="list-style-type: none"> Functional Lead posts required to support the Oracle Fusion Programme. Solutions and Project posts required to effectively deliver the ICT investment programme. Digital/Web positions required to support the Council's growing digital services, both for staff and customers. As cyber security activities increase with the continued growth/expansion of digital services, there may be a requirement for an additional ICT Security Officer. 	<ul style="list-style-type: none"> Temporary Project Support Officer (Covid Recovery) supporting the roll out and embedding of Microsoft 365. Resources are already in place to key activities. Consideration of moving 2 key roles to permanent contracts to provide ongoing support to the ICT investment programme. Focus on succession planning, and further attracting talent-pool to Security roles. Ensuring appropriate training provided to junior staff for succession planning. 	<ul style="list-style-type: none"> Cyber security, due to the sensitive nature of the subject, is best served with in-house resource.
ICT - Operations	<ul style="list-style-type: none"> Legislative and regulatory compliance (PSN and Cyber Essentials) will generate increased security activities on a recurring basis which will be resource intensive. 'One Device for Every Child' will significantly increase the number of devices which we require to support and potentially may double the devices. Existing technician resource will require to increase however it is not clear if this will be funded from a central government allocation. Adoption of cloud-based services will require support skills to be transitioned from an on-premises environment to a hybrid and/or cloud alternative. There is a likelihood that ICT's Asset and Compliance function will require to be expanded, to manage the licensing model 	<ul style="list-style-type: none"> The ICT workforce age remains quite high, although steps have been taken to create a tiered support model with opportunities for less experienced staff to join the organisation. Age remains a risk for many key ICT positions, with nearly 1/3 of Operations staff over 50. Recruitment has proved to be extremely challenging, and there is a risk ICT cannot fill key positions as they become vacant. Internal knowledge of cloud-based service delivery needs developed. 	<ul style="list-style-type: none"> Potential changes to roles numbers alongside role redesign, which will be in line with standard service review processes. Should 'One Device for Every Child' proceed, additional resources will be required to manage the additional end user devices. Temporary posts (until 2024) are currently allocated in the Asset & Compliance team at a junior level. Posts are due to expire in March 2024 which will require to be augmented by DevOps Technicians (2) and ICT Technicians (8). 	<ul style="list-style-type: none"> Temporary posts (until 2024) are currently allocated in the Asset & Compliance team at a junior level. Consider temporary ICT Asset Assistant roles becoming permanent. Increase the support roles for Oracle Fusion, with some new roles likely to be created. External training, augmented by exposure to on-the-job training and skills transfers. Consideration of dedicated training budget. Renewal of temporary resources approved for COVID recovery will be requested, given the increased capacity demands. A decisive shift towards a consumption model of hosting services, rather than 	<ul style="list-style-type: none"> Increased reliance on ICT services, which digital becoming vital for many roles, may generate usage challenges for colleagues outside of the ICT service. The organisation will require to consider its approach for training/upskilling colleague. Increased deployment of hybrid meetings may require a resource increase and/or greater empowerment of colleagues from services to complete more administrative tasks themselves. A wide range of corporate legislative and regulatory compliance will require ongoing maintenance and patching activities to be completed on a regular basis.

	<p>to ensure SAC 'right sizing' the licenses and only paying for what is consumed.</p> <ul style="list-style-type: none"> Implementation of technologies from the Capital Investment Programme with specific reference to Oracle Fusion in 2022/23, with likely future increases required to support the product. 			the traditional on-premises hosting of hardware.	
Internal Audit	<ul style="list-style-type: none"> Reduction in regular work such as community councils and school/social work/cash location audits. Increase in consultancy/advice and guidance work and contribution to working groups and ad hoc strategic exercises Greater focus on IT audit work and data analytics. Increase in employee investigations. More joint working with DWP and other local authority fraud departments. 	<ul style="list-style-type: none"> Potential turnover due to 60% of team aged over 50. Part-time employees may leave to obtain full-time employment. 	<ul style="list-style-type: none"> Current level of staff is considered the absolute minimum to allow the audit plan to be delivered. This may be at risk should Internal Audit require to become involved in more unplanned work e.g., employee fraud investigation. 	<ul style="list-style-type: none"> Retention of staff and recruitment into senior auditor post. Increase in hours for key part-time post. Training and development of existing staff, provided by Chief Internal Auditor and external training where available. Guidance from professional bodies (CIPFA, IIA and ACCA) and support through national Internal Audit groups, training events and conferences Develop a more risk-based internal audit plan, with flexibility to respond to investigations and to allow for an allocation of time to provide more consultancy/advice and guidance and proactive assignments which require professionally qualified resources. 	<ul style="list-style-type: none"> Service will be dictated by legislative changes affecting internal audit and fraud arrangements. More focus on corporate IT audit work and provision of advice and guidance/consultancy requires upskilling of staff.
Legal and Licensing	<ul style="list-style-type: none"> Licensing will be impacted by the way the Customer Contact Centre develops post - Covid recovery, as they have traditionally been the first point of face-to-face contact with applicants for licences (liquor, taxi, other civic government etc). Increased use of e-forms and online applications may impact on how the team provides the service and the speed/expectation of response required. Licensing will be impacted by the anticipated increased in applications, especially in the liquor and public entertainment areas, as businesses start to recover from the effects of the pandemic. Activities within community empowerment legislation/common good, and support work for redevelopment and regeneration of town centres; and increased volume and complexity of caseload from HSCP and Housing. The required upgrade of the Legal case management system (CMS), which is becoming increasingly non-compatible with other Council systems as they are upgraded. 	<ul style="list-style-type: none"> Age profile of the workforce is relatively high and succession planning is a factor for several key roles. The Team Leader (Licensing) retires in May and the service is currently considering the Licensing structure. All staff are working to capacity or more with huge demands on the services, and there could be challenges in handling workloads and competing demands from client services and elected members. 	<ul style="list-style-type: none"> Defined by the outcome of Future Operating Model. 	<ul style="list-style-type: none"> The service has submitted bids to the Covid 19 recovery fund for a post in each Legal team and been successful for one temp post in Litigation. Consideration of different delivery options, including remote meetings with client services. External training for Licensing staff on Uniform EDMS. 	<ul style="list-style-type: none"> Working corporately with services to ensure that any changes do not have a detrimental impact on 'client' services or on the public service provided in Licensing.
Revenues and Benefits	<ul style="list-style-type: none"> Covid recovery across a range of factors. Rise in unemployment impacting in increased demand, Current and future Scottish Government initiatives/grants. Future Operating Model. Universal Credit Managed Migration. 	<ul style="list-style-type: none"> Turnover of temporary staff will be addressed once the Benefits Service Review is implemented. Older age profile of senior staff. 	<ul style="list-style-type: none"> Likely increase in benefits resource. Filling vacant LV5 posts & deletion of LV3. Several temporary Covid19 recovery posts are required and are either in currently in place or are being recruited. 	<ul style="list-style-type: none"> Temporary contracts in Revenues & Social Care Support up to March 2023 to address backlogs & extra demand on services due to Covid 19. Review of temporary posts in 2023 based on outcomes of Covid recovery and programmes such as Universal Credit. 	<ul style="list-style-type: none"> Outcome of Future Operating Model will determine how front facing services are delivered, with a move to appointments only, as well as WFH/Hybrid arrangements for all staff. Continual review of service delivery and closer working between teams.

	<ul style="list-style-type: none"> Welfare reform – e.g., Social Security Scotland devolved benefits. Benefits Service Review implementation. Scottish Government review of the Scottish Welfare Fund and Social Care Charging policy. 				
Risk, Safety and Resilience	<ul style="list-style-type: none"> In the past 2 years Covid 19 has significantly impacted on significantly service delivery – unplanned work activity has increased which has meant pre-prioritisation of other work activity. 	<ul style="list-style-type: none"> Predominance of part-time workers (which was a necessity due to previous budget savings exercises) can impact on service delivery. 	<ul style="list-style-type: none"> There is a backlog of work in both H&S and Risk Management particularly which will require resource consideration. New Scottish Fire and Rescue Service protocols will be applied from April 2023. This will create further urgency for additional staffing resource within H&S. 	<ul style="list-style-type: none"> Resource bids were submitted in advance of budget setting in 2020 and 2021 but were not successful. A business case was prepared for recruitment of 2 x G10 Officers and is currently being considered. Planned reduction in temporary Covid 19 posts will be reviewed. Benchmarking information suggests a lack of specialist expertise in H&S, therefore an ability to provide / fund training will need to be explored. The service will continue to work with ICT colleagues on digital formats which should improve efficiency. Bid made to workforce development fund for a specific non-statutory course. 	<ul style="list-style-type: none"> Work of the service is statutory. If workload cannot be met then external support may be a consideration, however limited budget for consultancy.
Trading Standards and Environmental Health	<ul style="list-style-type: none"> Shortage of replacement TSOs in marketplace and absence of external training. Increasing shortage of EHOs in marketplace and limited external training. Impacts of Brexit on the regulatory elements of the service, and the pandemic on the public health elements. Changes in access methods to advisory services by the public. New ways of working (cloud based remote working) 	<ul style="list-style-type: none"> Majority of service (EHO's and Coordinators) aged over 50. 2 out of 2.8 FTE TSO posts lying empty. There is very limited possibility of recruiting replacements on the open market due to extreme national shortages. 	<ul style="list-style-type: none"> Currently training 2 internally recruited Authorised Officers in a Trainee TSO role. This will enable the service to fill the 2 vacant TSO posts as recruitment externally is unlikely to be successful. An additional TSO is hoped to be recruited on 12-month contract. 	<ul style="list-style-type: none"> By internal training and access to the CTSI Metrology qualification the service aim to produce 2 qualified TSOs in approximately 12 months. The training of the TSOs will be undertaken by the remaining TSO, the TS Coordinator and hopefully a recruited TSO on a 12-month contract. Most of the roles are delivered by professionally qualified officers. The alternative delivery is through consultancy at much higher rates of pay. This may have to be considered in the future if unable to recruit staff to key roles. 	<ul style="list-style-type: none"> There are costs required to develop staff, and a recent leadership report confirms the service has taken on a paid inspection role for Food Standards Scotland
Health and Social Care Partnership					
Planning and Performance	<ul style="list-style-type: none"> Proposed National Care Service implementation. Planned service review focusing on the administration function. External commissioning requirements. 	<ul style="list-style-type: none"> None identified. 	<ul style="list-style-type: none"> Further consideration to be given to support increased activity related to quality assurance contract compliance, and the development of Commissioning plans around the National Care Service aspirations. Potential requirement for additional policy officers to develop and drive forward National Care Service implementation. 	<ul style="list-style-type: none"> The planned service review will identify resources required to meet future requirements and may also highlight opportunity for a restructure and re-alignment. Develop use of M365 and related digital solutions to streamline processes. Consideration of graduate internships. 	<ul style="list-style-type: none"> The service will be driven by the HSCP strategic plan and will be impacted by changes to service delivery from across the HSCP.
Children and Families	<ul style="list-style-type: none"> The current driver of The Promise and the relaunch of GIRFEC will see the focus of intervention to early intervention and more family/community-based intervention that in the longer term may change the nature of service delivery and workforce. Data confirms shifts in demography and requirements, for example a reduction in 	<ul style="list-style-type: none"> The demographic of the workforce shows that there is a risk of losing a high number of experienced and skilled workers through retirement. 	<ul style="list-style-type: none"> A recent service review recommends uplift and realignment of posts to develop secondary cluster-based early intervention projects. The review also proposes amalgamation and new service delivery model based in schools. 	<ul style="list-style-type: none"> Training related to the implementation of Signs of Safety. The service is working with the Practice Development Team Leader to identify core and specific skills that will be required by the workforce. The focus is building capacity for succession. 	<ul style="list-style-type: none"> A wider review of current posts and levels of qualification would be beneficial, and movement towards a unitary level may support recruitment and retention. The development of the new roles specific to early and effective intervention may lead to savings in

	<p>children requiring to be looked after away from home, youth housing need, and youth offending, balanced against an increase in supporting kinship and foster care placements, and community based and school-based interventions.</p>		<ul style="list-style-type: none"> Uplift of key posts to level 12 will create parity both within and outwith the organisation. 	<ul style="list-style-type: none"> Working with colleagues in health to development training in relation to Improvement Science. Working with SAC to increase leadership and project management capacity. A paper is being submitted to leadership for additional support worker to promote and improve the uptake of SDS packages within the CF Disability Team, and for two additional posts to empower assessment linked to self-directed support. 	<p>other areas that could be directed to support recommendations within the service review.</p> <ul style="list-style-type: none"> The sponsorship and clear career pathway intimated in the service review may assist in retaining the workforce as well as ensuring greater capacity to support families who are on the periphery of statutory intervention.
Justice Services	<ul style="list-style-type: none"> Justice Social Work Services is funded by a ring-fenced Scottish Government grant which is agreed year on year. The level of activity and workforce is dependent on this budget remaining the same or incrementally increasing in line with inflation. 	<ul style="list-style-type: none"> Age profile of staff indicates that 60% will have retired within 10 years. There is a gender imbalance which can impact on availability for a gender mix in some interventions with service users. 	<ul style="list-style-type: none"> Planning to increase capacity to supervise students which will hopefully aid recruitment once they qualify. The current level of funding has allowed for an increase in the staffing establishment. Extra funding was received to aid services after the impact of Covid and applies for 1 year only. It is likely a further senior practitioner will be required to assist with skill retention. 	<ul style="list-style-type: none"> Grant funding is available as directed by Scottish Government. Close links with universities ensure appropriate skill set/pipeline is available. Where there has been difficulty in recruiting social workers, the service has increased Assistants to assist court orders, freeing up qualified staff. 	<ul style="list-style-type: none"> Capacity to share skills with Justice Services in North and East Ayrshire as part of our pan Ayrshire pool. All specific Justice training is delivered by Community Justice Scotland who react to staffing numbers. Social Work Scotland Justice Committee monitor national difficulties in recruiting justice social workers.
Mental Health	<ul style="list-style-type: none"> Implementation of Adult Social Work Learning review. Scottish Government investment to significantly expand the Mental health service. The Mental Health Transition and Recovery Plan. Additional expectations in services offered to people with mental health issues in the community. 	<ul style="list-style-type: none"> Majority of staff are over 50 and therefore likely to lose staff to retirement. 	<ul style="list-style-type: none"> Significant additional funding expected in relation to Mental Health Officers. Creation of opportunities to develop the social worker role for people with mental health problems using all available Scottish Government funding opportunities. Creation of senior practitioner role where vacancies permit. 	<ul style="list-style-type: none"> Creation of additional service capacity through training opportunities offered to existing social work workforce. Creating links with training establishments and offering student placements. Development of group-based support has reduced the number of formal referrals allows individuals the option to visit their local group for support and resolution of issues. 	<ul style="list-style-type: none"> An increased referrals of people not previously known to the service will increase requirements and expectations for Mental Health Officers and the Partnership a long-term and ongoing basis.
Registered Services	<ul style="list-style-type: none"> Proposed National Care Service. Digital Telecare. National shortages of care staff within in-house and commissioned services. National delays to driving tests/exams (potential young recruits have not been able to access driving lessons which impacts on the service as there are a limited number of rotas which can be covered by non-drivers). 	<ul style="list-style-type: none"> High levels of vacancies and sickness absence continue to impact. Ageing workforce which undertakes physically taxing duties. Historic gender imbalance – viewed traditionally as a female role. Multiple agencies/organisations recruiting from same pool of staff. 	<ul style="list-style-type: none"> A 'test of change' is being proposed to use 8 vacant Homecare posts to establish 4 OTA posts to address current unmet need in the community. Exploring the opportunity to transform the Emergency Response Team and to design an Out-of-hours service which will cover and support both Reablement and Mainstream CAH. 	<ul style="list-style-type: none"> Development of Modern Apprentice programmes. A range of recruitment events (online and f-2-f) in conjunction with private providers across South Ayrshire. Internal promotion where possible to strengthen career pathways. Additional hours via revised contracts. Developed and implemented different work patterns to recruit new people into care roles. Increasing numbers of Moving and Handling assessors and trainers. The service has been in discussions with Ayrshire College regarding promoting the service to students and work/placement opportunities. 	<ul style="list-style-type: none"> The HSCP workforce plan further highlights the sector-wide issues in relation to recruitment within adult social care. This impacts not only in-house provision, but the ability for commissioned services to take on additional clients. It is anticipated this will be a primary focus for the proposed National Care Service.
Practice Development Team	<ul style="list-style-type: none"> Potential service review. Cost of living/poverty will have a direct correlation to service demand and neglect require specific training and development. 	<ul style="list-style-type: none"> Potential turnover due to 60% of team aged over 50. Part-time employees may leave to obtain full-time employment. 	<ul style="list-style-type: none"> It is likely that service will require a further Learning Officer for Social Work Practice. 	<ul style="list-style-type: none"> The SDS Lead Officer is to be made a permanent post and is in the process of Job Evaluation at level 10. 	<ul style="list-style-type: none"> To deliver the ambitious training and development needs of the HSCP, it is likely that additional budget will be required.

				<ul style="list-style-type: none"> The Corporate Parenting Lead Officer is also undergoing job evaluation from level 10 to level 12, to reflect the breadth of work undertaken and includes the incorporation of the Independent Care Review Implementation. 	
Service Hubs	<ul style="list-style-type: none"> Social Work service review. 	<ul style="list-style-type: none"> There is a risk in relation to an ageing workforce. 	<ul style="list-style-type: none"> There is investment funding secured and this is detailed in the HSCP workforce plan, examples include additional community care social workers to manage demand confirmed via frailty statistics. 	<ul style="list-style-type: none"> The review is evidencing that there are improved ways to redesign social work services. 	<ul style="list-style-type: none"> None identified.
Learning Disability and Sensory Impairment	<ul style="list-style-type: none"> New Learning Disability Strategy (will be launched 10th August 2022). Ayrshire and Arran Sensory Locality Plan 2014-2024. 	<ul style="list-style-type: none"> There is a risk in relation to an ageing workforce. 	<ul style="list-style-type: none"> There are 2 temporary posts (1 level 9 Champions Board Officer and 1 level 11 Senior Practitioner), and they may be a requirement for these roles longer-term. Consideration of additional community care assistant(s) to support the Senior Practitioner 	<ul style="list-style-type: none"> The Learning Disability service is developing a single point of contact using a 'multi-disciplinary team' approach. A redesign of the Sensory Impairment service/resource has resulted in the implementation of an annual review, and the offer a same-day assessment to facilitate hospital discharges. 	<ul style="list-style-type: none"> The Sensory Impairment service has developed and delivered sensory training and awareness for the wider Partnership.

**South Ayrshire Council
Equality Impact Assessment including Fairer Scotland Duty**

Section One: Policy Details*

Name of Policy	Workforce Plan
Lead Officer (Name/Position)	Jane Bradley, Director - People
Support Team (Names/Positions) including Critical Friend	Gillian Farrell, Service Lead, OD and Customer Services James Andrew – Organisational Development Coordinator Noemi Ceccini (HR Co-ordinator – Critical Friend)

*The term Policy is used throughout the assessment to embrace the full range of policies, procedures, strategies, projects, applications for funding or financial decisions.

What are the main aims of the policy?	<ul style="list-style-type: none"> ▪ Embedding workforce planning within the corporate service planning and strategic change projects, and development of tools and training that will support managers. ▪ Enhancing workforce data for managers which will also inform annual updates of the workforce plan. ▪ Helping managers identify and address key 'gaps' by developing a digital skills framework, utilising the workforce development fund, improving the current succession planning toolkit, and developing a leadership development programme. ▪ Consideration and progression of future 'pipeline' of employees and enhancing recruitment and retention. ▪ Maximising employee communication and feedback. ▪ Developing approaches that take cognisance of the demographic of the workforce and that support employees wellbeing, attendance and return to work.
What are the intended outcomes of the policy?	<p>To develop and improve support measures related to –</p> <ul style="list-style-type: none"> ▪ Plan - supporting evidence and outcome-based workforce planning ▪ Attract - effective recruitment to attract the best staff into the Council ▪ Train - supporting staff through education and training to equip them with the skills to undertake their role effectively

	<ul style="list-style-type: none"> ▪ Employ - making SAC and “employer of choice” by ensuring staff are, and feel, valued and rewarded ▪ Nurture - creating a workforce and leadership culture focusing on the health and wellbeing of all staff
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Section Two: What are the Likely Impacts of the Policy?

Will the policy impact upon the whole population of South Ayrshire and/or particular groups within the population? (please specify)	Impact on employees and to ‘future-proof’ service delivery to residents.
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Considering the following Protected Characteristics and themes, what likely impacts or issues does the policy have for the group or community?

List any likely positive and/or negative impacts.

Protected Characteristics	Positive and/or Negative Impacts
Age: Issues relating to different age groups e.g. older people or children and young people	<p>Positive impact.</p> <p>The workforce plan recognises the ageing workforce across the Council, and services where the impact is significant, and the linkages between age and absence/wellbeing.</p> <p>The plan has actions to –</p> <ul style="list-style-type: none"> ▪ Review of HR policies to ensure the Council can support an ageing workforce over the next 10 years. ▪ Further input into national wellbeing groups (such as the SPDS Wellbeing Group), benchmarking, and exploration/adoption of national wellbeing tools and solutions. ▪ Review and evaluation of Occupational Health services prior to re-tender. ▪ Further consideration of support specific to psychological and musculoskeletal absence, menopause, and long-covid.
Disability: Issues relating to disabled people	<p>Positive impact.</p> <p>The plan incorporates the ongoing equality work within the Council, including the development of a disability employee forum.</p>

Gender Reassignment – Trans/Transgender: Issues relating to people who have proposed, started or completed a process to change his or her sex	Positive impact. The plan incorporates the ongoing equality work within the Council, including the development of a LGBT+ employee forum.
Marriage and Civil Partnership: Issues relating to people who are married or are in a civil partnership	No anticipated impact.
Pregnancy and Maternity: Issues relating to woman who are pregnant and/or on maternity leave	No anticipated impact.
Race: Issues relating to people from different racial groups, (BME) ethnic minorities, including Gypsy/Travellers	Positive impact. The plan incorporates the ongoing equality work within the Council, including the development of a Black and Ethnic Minority (BAME) employee forum.
Religion or Belief: Issues relating to a person's religion or belief (including non-belief)	No anticipated impact.
Sex: Gender identity: Issues specific to women and men/or girls and boys	Positive impact. The plan incorporates recruitment activity that will aim to increase representation in roles that have traditional gender dominance. The plan has an action to – <ul style="list-style-type: none"> ▪ Development of thematic and locality-based programmes of online and f-2-f recruitment events and vacancy/job promotion.
Sexual Orientation: Issues relating to a person's sexual orientation i.e. LGBT+, heterosexual/straight	Positive impact. The plan incorporates the ongoing equality work within the Council, including the development of a LGBT+ employee forum.

Equality and Diversity Themes Relevant to South Ayrshire Council	Positive and/or Negative Impacts
Health Issues and impacts affecting people's health	Positive impact. The plan has actions to – <ul style="list-style-type: none"> ▪ Progress the 5 principles of trauma informed practice; safety, choice, collaboration, trust, and empowerment.

	<ul style="list-style-type: none"> ▪ Consideration of the proposed changes to the Healthy Working Lives scheme which aims to support workplace health and improve staff health and wellbeing in Scotland. ▪ Review and evaluation of Occupational Health services prior to re-tender. ▪ Further consideration of support specific to psychological and musculoskeletal absence, menopause, and long-covid. ▪ Review light duties process and other related opportunities across services to enable employees to begin the return-to-work process sooner. ▪ Review of personnel policies to ensure the Council can support an ageing workforce over the next 10 years. ▪ Further input into national wellbeing groups (such as the SPDS Wellbeing Group), benchmarking, and exploration/adoption of national wellbeing tools and solutions.
<p>Human Rights: Issues and impacts affecting people's human rights such as being treated with dignity and respect, the right to education, the right to respect for private and family life, and the right to free elections.</p>	<p>No anticipated impact</p>

Socio-Economic Disadvantage	Positive and/or Negative Impacts
<p>Low Income/Income Poverty: Issues: cannot afford to maintain regular payments such as bills, food and clothing.</p>	<p>No anticipated impact.</p>
<p>Low and/or no wealth: Issues: enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future</p>	<p>No anticipated impact.</p>
<p>Material Deprivation: Issues: being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies</p>	<p>No anticipated impact.</p>
<p>Area Deprivation: Issues: where you live (rural areas), where you work (accessibility of transport)</p>	<p>No anticipated impact.</p>

Section Three: Evidence Used in Developing the Policy

<p>Involvement and Consultation In assessing the impact(s) set out above what evidence has been collected from involvement, engagement or consultation? Who did you involve, when and how?</p>	<p>Service Leads via workforce planning template returns.</p> <p>Corporate implementation group from a range of services.</p>
<p>Data and Research In assessing the impact set out above what evidence has been collected from research or other data. Please specify what research was carried out or data collected, when and how this was done.</p>	<p>Corporate workforce data within the plan is extracted from the Oracle HR and Payroll system as at the 1stAugust 2022. There are a range of other workforce data sources (each with different reporting parameters) also referenced, and these are taken at the 1stAugust 2022 or as current as the data source allows.</p> <p>The term ‘workforce’ refers to contracted employees within the Council and is predominately based on a full-time equivalent (FTE) number.</p> <p>Managers provided workforce planning templates which confirmed a range of workforce planning and development activities.</p> <p>Demographic data related to the South Ayrshire population is sourced primarily from the National Records of Scotland, Public Health Scotland’s South Ayrshire Strategic Needs Assessment, and the Scottish Government’s Labour Market Annual Survey.</p> <p>A more comprehensive range of workforce equality data is already reported in the Council’s statutory Workforce Monitoring Report.</p>
<p>Partners data and research In assessing the impact(s) set out in Section 2 what evidence has been provided by partners? Please specify partners</p>	<p>n/a</p>
<p>Gaps and Uncertainties Have you identified any gaps or uncertainties in your understanding of the issues or impacts that need to be explored further?</p>	<p>No.</p>

Section Four: Detailed Action Plan to address identified gaps in:

- a) evidence and
- b) to mitigate negative impacts

No.	Action	Responsible Officer(s)	Timescale
	None identified		

Note: Please add more rows as required.

Section Five - Performance monitoring and reporting

Considering the policy as a whole, including its equality and diversity implications:

When is the policy intended to come into effect?	October 2022
When will the policy be reviewed?	November 2023
Which Panel will have oversight of the policy?	Progress report to Service and Performance Panel November 2023



Section 6

South Ayrshire Council

Appendix

Summary Equality Impact Assessment Implications & Mitigating Actions

Name of Policy: Council Workforce Plan 2022-25

This policy will assist or inhibit the Council's ability to eliminate discrimination; advance equality of opportunity; and foster good relations as follows:

<p>Eliminate discrimination</p> <p>The plan confirms the age demographic of the workforce, and a range of steps to support an ageing workforce.</p>
<p>Advance equality of opportunity</p> <p>The plan confirms a focus on a range of measures that support employability opportunities and programmes, career pathways, and school and further education engagement. It also has an action to develop thematic and locality-based programmes of online and f-2-f recruitment events and vacancy/job promotion.</p>
<p>Foster good relations</p>
<p>Consider Socio-Economic Disadvantage (Fairer Scotland Duty)</p>

The plan will progress consideration of the proposed changes to the Healthy Working Lives scheme which aims to support workplace health and improve staff health and wellbeing in Scotland. This includes employees having access to services that address key issues which impact upon their wellbeing, including advice on welfare benefits, debt, housing, travel to work and reducing home energy costs.

The plan will assist development of a corporate well-being strategy which aligns all related activities and confirms executive ownership, including a focus on financial well-being and the impact of the cost-of-living.

Summary of Key Action to Mitigate Negative Impacts	
Actions	Timescale
None identified	

Signed: Gillian FarrellService Lead

Date: 12th September