




TRANSFORMATION NEWS

We have re-shaped, we've changed; now we transform.

Transformation Event 

27 August 2019

OUR WORKFORCE

Our Workforce is one of the priority areas we need to explore further in order to understand the workforce requirements for the future. We must look at how we ensure we have a flexible, multi skilled workforce, whilst our overall number of staff reduces.

We know that transformation will result in the reduction of 1,000 jobs and a reduction in direct services. We must prioritise activities and services – resulting in change for each of us and how we contribute to this. It is important that we all understand this and anticipate changes in our roles, future plans and future operating models.

Our Workforce Strategy sets out the aims and objectives for reshaping and developing our workforce to 2020 – it is important that we think beyond this and understand our future workforce planning requirements.

To help us understand future requirements and to identify opportunities to change the way we work we brought together a range of managers from across the Council and partner agencies.

SOME KEY FACTS

Workforce profile for D&G



Staff headcount at April 2019

11.3% reduction in staff or **-1348** staff between 2014 and 2019.

Current Headcount: **6,359** staff.

£60 million worth of workforce savings have been secured through vacancy management ERVS and staff movement (internally and externally)



SMALLER SKILLED WORKFORCE

Key Event Questions

We were keen to engage with attendees and get their input to help us answer the following questions to allow us to develop future plans:

- How can we reduce the Council workforce while mitigating effects on our local economy?
- How do we retain core staff to fulfil future roles?
- How do we utilise DGTransform to meet increased volume and more complex retraining and redeployment?
- What do we think the future roles/ skills are that the future Council will need?
- What will our future workforce look like and how can we deliver it?



11.3%

Reduction on workforce over the past 5 years



6,359

Current Headcount

£60M

worth of workforce savings have been secured during this time through vacancy management, ERVS and staff movement (internally and externally)

DG Transform:

supported 20 employees who have been displaced from their current position into new areas of work. Currently supporting 13 employees

Social Work Studentship:

The Studentship has run for 15 years with over 40 students completing the course. 92% of these individuals have stayed within the Council

KEY MESSAGES from the workshops at the event

The things that we can do quickly:

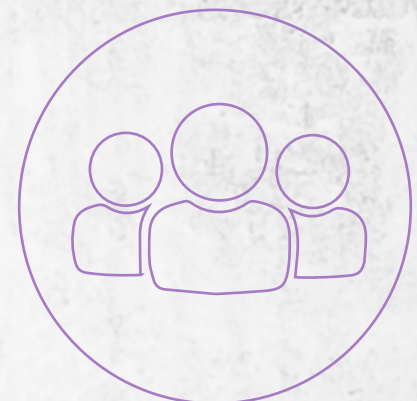
The discussion and responses to the questions confirmed that the key approaches in place, together with our workforce strategy, have worked well to date. The following areas were identified as opportunities that could be quickly developed and would align with current core business for the service:

- Exploit the potential to place employees on external job / project opportunities
- Managers conduct workforce planning on existing establishment to identify gaps, training needs, career pathways and succession planning
- Promote our coaching and mentoring framework
- Review in-house provision and consider external opportunities with partners
- Enable more effective people management through improved 1-2-1's and PDR
- Managers are more accountable for their people responsibilities
- Review competency frameworks
- Enable more use of flexible retirement as a mechanism to support transformational change

What we will achieve by doing this:

The impact of these changes would see:

- Increased staff mobility and reduced internal deployment through increasing external deployments
- Managed workforce reduction, sustainable workforce structures, planned and more directed resources to deliver Council priorities
- Better value for money, more focused and better variety of training programmes. Increased programming as a result of securing external funding
- Attract and retain high quality employees, lateral movement of staff between organisations within DG
- Provide employees with more choice to support work/life balance and enable change
- Clarity on roles and behaviours and developing the skills and knowledge in acquiring these



Opportunities to transform:

In addition to the ideas that we can do quickly, the following ideas were identified at the event. These ideas will require to be further developed and have the potential to substantially change the workforce composition and profile of the Council. Work is currently underway to test these opportunities and understand the potential scope and benefits that they could bring:

- **Multi-skilling** – reduce the number of Job Descriptions and Person Specifications for generic roles to enable our employees to move laterally across the Council more quickly
- **Outplacement** - to support a career path outwith the Council
- **Apprentice/Trainee roles** – identification of employees capable and willing to grow into the position through development of skills, knowledge and experience. Maximise investment from apprenticeship levy to create sustainable job opportunities
- **Delivery of priorities and essential services** – move employees laterally removing non-essential services
- **Digital** – enhance digital skills and confidence in our employees
- **Transferrable Skills** – identify and record the core skills that are easily transferred between roles and identify where there are skills gaps
- **Employer of Choice** – provide opportunities to existing employees to work with Universities and other organisations
- **Relationships** - develop further relationships with all partners in a joint approach / partnership arrangement for retraining and retention and open-up opportunities across employers and services



Trade Apprenticeships:

57 trade apprentices since March 2012



Grow Your Own Scheme:

trainee positions within Social Work Services, Procurement and Assessors & ERO

45

senior managers completed Leadership Development Training

Early Years: 19

employees have undertaken training in partnership with Dumfries and Galloway College to become an Early Years Support Assistant (EYSA). Details of the 2019/20 cohort are as follows: 22 employees have registered an interest in re-training. This cohort will finish the HNC in June 2021



128

members of staff completed the Management Development Programme

Annual Leave Purchase Scheme

1,092

members of staff since 2016/17 have purchased additional annual leave

The difference this will make:

- We will have multi-skilled staff, only focused on delivering our priorities and essential services.
- Crucial to our sustainability is that we reduce our workforce in a managed and sustainable way and within agreed budgets. The other Transformation Events will provide clarity on the services we will continue to deliver and those we can stop
- It is important for our customers that our services are accessible, efficient and user friendly. To achieve this, we will have more digital services and a workforce that is more digitally capable
- We will improve line manager capability resulting in a smaller but high performing workforce. An important aspect of upskilling managers is to embed our coaching and mentoring framework. We will train our workforce in a more effective way, utilising external funding and focusing expenditure on identified skills gaps

Flexible working arrangements

4,511 staff



The key challenges we face /enablers:

Challenges

- Staff not embracing the extent of the change and staying with the 'traditional way of doing things'. To generate transformational ideas and willingness to completely change the way we carry out our work is a significant challenge
- To reduce the workforce by 1000, there needs to be a series of measures including lateral movement, flexible retirement, ERVS, redeployment internally, externally and targeted recruitment. Despite these measures it will not be an easy task to reduce the required number of staff
- Leadership and management capacity where managers lead by example to drive transformation and support staff to change

Enablers

- Technology and changing the business through digital transformation through data and metrics
- Workforce Training/Coaching/Mentoring
- Provide a clear direction towards a Council for the future
- Empowering staff to innovate and challenging the norm through staff engagement and involvement in change management
- Clear and regular communications to everyone

What's Next?

The discussions and ideas from this working session will be used to inform our future workforce. As with all other Transformation Events, this information will be used to develop options which will be presented to Members during October-December.

All outputs from Transformation Events will be shared with the public as part of budget consultation later this year.



FOCUS ON OUR
PRIORITIES



CUSTOMER
AND DIGITAL



MODERNISATION



FEWER ASSETS



SMALLER SKILLED
WORKFORCE



INCOME
GENERATION