




# TRANSFORMATION NEWS

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

Transformation Event 

28 October 2019

## OUR WORKFORCE 2

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 what we do – resulting in change for each of us and understanding how we contribute to this. It is important that we anticipate changes in our jobs, and the way we deliver services.

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

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

### SOME KEY FACTS

#### Length of Service

**70%**

of the workforce have a length of service of up to 15 years

**30%**

of the workforce have a length of service of over 15 years

**3,323** staff working full time

**3,127** staff working part time / Females account for **89%** of part time positions

**5,386** staff on permanent contracts

**973** staff on fixed term contracts



### SMALLER SKILLED WORKFORCE

#### Key Event Questions

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

- **Group 1** – Our Workforce Event 27 August opportunities to transform: Upskilling and developing our workforce, Alternatives for staff out with the Council and Change and helping our workforce to adapt
- **Group 2** – OD/HR Session 3 October outputs: supporting our workforce to change, looking after our people Supporting workforce change, looking after our people
- **Group 3** – Workforce implications from other transformation events: Workforce profile and changes, identify new/ future roles, roles that will reduce radically or stop altogether, delivery model.



**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)

**2%**

Managers, Directors and Senior Officials

**14%**

Back Office Staff

**42%**

Children Support

**14%**

Adult Social Work

**7%**

Customer Leisure & Sport

## KEY MESSAGES from the workshops at the event

### The things that we can do quickly:

We identified a wide variety of things that we could do quickly at the initial Our Workforce Event 27 August 2019 such as: -

- Workforce and Succession Planning
- Coaching and Mentoring
- Review of Training Provision
- Improve communication through 1-2-1's and a revised PDR and competency framework
- Manager enablement

A number of these opportunities were already included in our HR Policy Framework and the feedback from the event and the Members seminar on 16 October 2019 revealed that there were inconsistencies in practice across the Council. It was clear that we need to re-state practice across the Council and communicate this to managers and staff.

### What we will achieve by doing this:

The impact of these changes would see:

- Increased staff mobility (voluntarily moving between jobs) and reduced need for internal deployment by increasing external opportunities.
- Managed workforce reduction, cost-effective workforce structures, more directed resources to deliver Council priorities.
- Better value for money, more focused and better variety of training programmes. Increased training 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.

## Our Workforce Data

**74%** Female Staff / **26%** Male Staff

Gender Pay Gap - **5.68%**

Gender Pay Gap reduced by **2.65%** since the baseline was set **58%** of the workforce are aged between **40** and **59** years; **0.4%** of the workforce are aged under **20** years

Total Number of Employees in Top **5%** - **324**

Total Number of Women in Top **5%** - **180**

**63%** employees are within salary bands **1-9**

**67%** vacancies are within the salary bands **1-9**

# Opportunities to transform:

In addition to the ideas on page 2, 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:

## Upskilling and developing our workforce

- **Multi-skilling** – reduce the number of Job Descriptions and Person Specifications for generic jobs to enable our employees to move laterally across the Council more quickly
- **Transferrable Skills** – identify and record the core skills that are easily transferred between jobs and identify where there are skills gaps
- **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

## Alternatives for staff out with the Council

- **Outplacement** - to support a career path out with the Council including opportunities for self-employment through partnership and co-operative arrangements
- **Alternative work opportunities** – 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

## Helping our workforce to adapt

- **Delivery of priorities and essential services** – move employees laterally into jobs that deliver Council Priorities
- **Digital** – enhance digital skills and confidence in our employees to enhance the customer experience
- External funding for training

## Supporting Workforce Change

- Line manager enablement
- Mentoring and managing change workshops
- Workforce Planning/Succession Plan
- Stop work and services and move towards priority activities only

## Looking after our people

- Building resilience - Health and Wellbeing
- Taking our people with us – sharing key messages, promoting discussion on transformation and listening and acting on ideas
- Increase access to employment and pension advice – help staff plan their future
- Allow staff to plan their exit (3-year plan)
- Encouraging voluntary severance for under 50's



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



**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:

- In carrying out the event opportunities we will have multi-skilled staff, only focused on delivering our Priorities. Crucial to this is that we reduce our workforce in a managed way within an agreed timescale and budget.
- Utilising innovation and technology ensure that our services become increasingly accessible, efficient and user friendly. To achieve this, we will have more digital services, a workforce that is more digitally capable and engaged in improving services.
- We will improve line manager capability resulting in increased workforce productivity and high performance. An important aspect of upskilling managers is to embed coaching and mentoring to ensure staff are developed and motivated across the Council. We will train our workforce to deliver priority services, utilising external funding and focus spending on skills gaps only.

## What's Next?

The other transformation events supported the identification of workforce implications which will be incorporated into a 3-year programme of change and transformation.

### Flexible working arrangements

**4,511** staff



### Initial issues emerging from other Transformation Events

#### Intervention – Vulnerable Families:

- Requirement for more qualified Social Workers (QSW's)
- Further training/upskilling for professional support staff

#### Challenges

- National shortage of QSW's - estimated at 32%
- Increased demands on reduced resources

#### Opportunities

- Possible delivery model changes for HSC and Adult Justice Services

#### Council Travel

- Reduced travel - maximisation of flexible and agile working.

#### Recycling and Litter

- Changes to roles and working arrangements in household waste recycling Centres (HWRC) and Streetscene models and behavioural change required to respond to climate emergency actions

## The key challenges we face /enablers:

### Challenges

- Staff need to better understand the scale of change and how this is likely to impact them and the Council and to embrace new ways of doing things. We need to continue to generate ideas, act on those ideas and move quickly to introduce changes.
- In order to be able to reduce our workforce by 1000 we must stop some services and change the way other services are delivered, allow staff to plan their exit (increase flexible retirement and training for a career out with the Council), encourage flexibility and lateral movement of employees into different jobs, utilise DGTransform to target recruitment both internally and externally to help our workforce reduction. The scale of the reduction required will be challenging and require the full cooperation of managers, Joint Trades Unions and staff.
- To drive the transformation and support change will test our leadership and management capacity and managers need to lead by example.

### Enablers

- New delivery models
- 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, involvement in change management
- Clear and regular communications to everyone

### Education Core Delivery

- Reduction in number of Teachers
- Recruitment Challenges in STEM subjects
- Increased networking between schools - senior phase
- Management models – reviewed and reduced

### School Models

- Reduction in Teachers numbers
- Reduction in schools' estate – less teachers cleaning and catering staff and facilities management
- Parents and communities not accepting or understanding any changes

### Income Generation Fees and Charges

- Possible increase/decrease in workforce activity depending on review outcomes



FOCUS ON OUR  
PRIORITIES



CUSTOMER  
AND DIGITAL



MODERNISATION



FEWER ASSETS



SMALLER SKILLED  
WORKFORCE



INCOME  
GENERATION