

The Highland Council

Agenda Item	6
Report No	HP/11/24

Committee: Housing and Property Committee

Date: 1 May 2024

Report Title: Service Workforce Plan Annual Progress Report

Report By: Executive Chief Officer Housing and Property

1. Purpose/Executive Summary

1.1 On 27 April 2023, Members noted the Housing and Property Workforce Plan for 2022-2025. This report aims to provide more details on the action plan that has since been drafted and an update on the progress made so far.

2. Recommendations

2.1 Members are asked to:

- i. **NOTE** the four-year action plan and progress report.

3. Implications

- 3.1 **Resource** – Workforce planning ensures that all reasonable actions are in place to help the correct staffing resource in place to deliver services safely and efficiently.
- 3.2 **Legal** - Care is required that large scale and complex workforce change be managed in line with current employment legislation and Highland Council policy.
- 3.3 **Community** – Targeted recruitment in rural areas (migration and repopulation, especially in remote/rural areas is an issue), with potential factors such as housing, transport, remoteness, skills gaps, long-term employment, and fair pay all being strong influencers.
- 3.4 **Climate Change / Carbon Clever** – No implications, other than the hybrid working approach and better use of technology could reduce the need for travel.
- 3.5 **Risk** – Having a sustainable workforce is included as a risk in the Corporate Risk Register. There are also staffing resource challenges associated with budget constraints. This report mitigates the risk of an insufficient current and future workforce.
- 3.6 **Health and Safety** (risks arising from changes to plant, equipment, process, or people) – No implications, with required Health and Safety measures and training being in place.

3.7 **Gaelic** – no arising issues.

4. **Introduction**

4.1 On 27 April 2023, the Housing and Property Committee noted the service workforce planning report for 2022-2025

4.2 Workforce planning is the process that organisations use to make sure they have the right people with the right skills in the right place at the right time.

4.3 This is the first of the annual update reports Members will receive.

5. **Action Plan**

5.1 Attached is the action plan developed by the Property and Housing management team, supported by the HR Business Partner. The last two columns inform Members of progress made to date and outstanding actions.

5.2 It is important to note that it is not possible to provide end dates for most actions because workforce planning is an ongoing process.

5.3 Most Services have now completed their workforce plans. HR Business Partners have collated the information from the Service Plans into a Corporate Action plan which will be presented at Corporate Resource Committee.

6. **Priorities**

6.1 Priorities in the Property and Housing workforce plan are recruitment and retention, mitigation of aging workforce, staff wellbeing and the development of an effective and sustainable staffing structure.

Designation: Executive Chief Officer Housing and Property

Date: 1 May 2024

Author: Hannah Jones, HR Business Partner

Background Papers: Workforce Planning Report 27 April 2023

Appendices: Updated Action Plan 2022 - 2026

WORKFORCE ACTION PLAN 2022 - 2026 (Update May 2024)					
WORKFORCE CHALLENGES PRIORITIES	ACTIONS REQUIRED	DESIRED OUTCOMES	WHO	Achieved by May 2024	2024/25 Actions
Age profile					
55% of staff within the service are 55 years old or older, including almost 20% of staff who are aged 61 years old or older.	1. Utilisation of an effective Succession planning strategy	1. Sustainable service into the future with sufficient staff numbers	SMT, HRBP, Talent Team	Service structures are reviewed on an ongoing basis to ensure the right people and jobs are in place to enable successful service delivery, career progression and succession planning. A corporate succession planning toolkit is being developed which will be implemented within the service over the next 12 months.	Succession planning toolkit to be completed SMT to review flexible retirement data and align this with career pathways and succession planning
	2. Promotion and utilisation of the MA and trainee Programme	2. Prevent 'knowledge drain' from increased retirements		The modern apprentice and graduate scheme is well established within the service with 36 current apprentices in post. Modern apprentice and Graduate schemes require sufficient mentoring and coaching which requires dedicated resource. Stabilised structures would assist with this and increase the number of opportunities.	Continue to promote and utilise modern apprentice and graduate schemes to fill vacancies
	3. Identify 'single points of failure'	3. Increase the interest of H&P as a career option to school leavers		Further development is required to identify single points of failure and create career pathways to promote Property and Housing career opportunities to school leavers and all prospective applicants.	Identify single points of failure and prioritise this in succession planning
	4. Develop and support mentorship opportunities	4. Support the ageing workforce to remain in employment		Informal mentoring was introduced in some teams to promote staff development and knowledge sharing. The service is keen to enhance this and promote it across more teams. The organisation introduced a corporate mentoring scheme which is available to all staff.	Investigate further opportunities for mentoring and link to succession planning and ERDs
	5. Proactively engage with schools in Highland to promote Housing & Property as a career option			Developing the Young Workforce – managers attend DYW events to promote career opportunities to school leavers. Further partnership working with schools and the modern apprentice programme is required to align the events with service skills gaps and hard to fill vacancies. Recent actions taken to capture a wider pool of prospective applicants included extending job adverts to 4 weeks and circulating them to secondary schools and colleges.	Continue to work in partnership with DYW and the Modern Apprentice Team
	6. Consider and implement measures for an aging workforce			Flexible working is encouraged and supported within the service. ERDs are undertaken to ensure training and development opportunities are available to all staff. Organisational training and support is available to staff in areas such as financial and retirement planning.	Implement succession planning to enable opportunities for knowledge sharing
Employment types					
The Service has an annual Agency spend of ca £170,000.	1. Review use of agency staff and reduce as part of the Recruitment strategy	2. Reduction in spend	SMT, Talent Team, HRBP	The service has reduced the agency worker spend by 25% in the last 12 months with an approximate spend of £127,000.	Continue to reduce the use of agency workers
		3. Improved service delivery		There is currently a requirement for agency workers to cover long-term staff absences for essential Building Maintenance posts.	Reduce use of agency workers in Building Maintenance by managing attendance effectively and ensuring a resilient structure is in place

Recruitment and Retention					
Difficult to Recruit vacancies. Repercussions from Brexit, lower salaries when compared to the private sector, increased outward migration and an ageing Highland population all contribute to the difficulties experienced in recruiting suitable candidates.	1. Develop Recruitment Strategy	11. Ensure right people at the right place at the right time, now and in the future	SMT, Line Managers, Talent Team, HRBP	The Recruitment and Retention Policy was reviewed in 2023 in addition to a Talent Strategy being developed.	
	2. Utilise MA and GA programme	12. Understand reasons why staff leave employment and mitigate where possible to reduce turn over		The modern apprentice programme is successfully established within the service and this enables a number of vacancies to be filled and for the service to grow our own talent and succession plan.	
	3. Review current recruitment process			Recruitment campaigns including videos, social media promotion and advertisement in specialist publications were implemented for some hard to fill posts.	Continue to research and test recruitment and advertising methods
	4. Refresh current job descriptions			Job descriptions are being reviewed in addition to creating a career pathway and training plan for each job role.	Continue to review job descriptions and prioritise based on succession plan
	5. Develop career pathways			Technical roles can be difficult to recruit to and feedback suggested this was due to competition with local organisations in relation to salary and skills shortages.	Develop career pathways based on priority hard to fill roles to attract candidates to apply for MA and GA roles
	6. Explore options with UHI to develop a Housing & Property related courses to avoid future workforce moving away from the Highlands			The service works with UHI and other colleges and universities to deliver MA and graduate schemes.	Explore opportunities for hard to fill posts such as quantity surveyors and other technical roles
	7. Explore options with schools to promote Housing & Property as a career option for school leavers			The service has attended career events in secondary schools to promote career options to school leavers.	Discussion to take place with the Education Service and the Modern Apprentice team to align career events with service succession plans
	8. Review longstanding vacancies and determine if work can be divided differently			There are some posts in rural areas that have been vacant for a number of years and the service have been creative in identifying alternative service delivery solutions such as combining cleaning and facility management roles to create more attractive job opportunities.	This will be an area of focus for SMT going forward to consider alternative options for posts that have been vacant for more than 6 months
The service has a 13% turnover rate which is significant	9. Analyse reasons for leaving through Exit Interview process and resolve where possible	13. Reduce turnover		<p>The turnover rate has increased from 13% to 15.2%.</p> <p>It is understood that some staff seek short-term employment in CCFM roles while they seek other internal roles such as Pupil Support Assistants and MA opportunities.</p> <p>Analysis of exit interviews and questionnaires showed that limited development opportunities and terms and conditions (specifically salary level) were the most common reasons for employees leaving the service.</p> <p>While this information is useful, it should be noted that there were 15 responses from Housing and Property employees in 2022/23 which is 6% of all leavers from the service in the same period.</p>	The organisation should encourage all leavers and movers to complete the exit questionnaire
	10. Review induction programme to improve support to new staff to increase the chances of long term employment			Inductions need to be reviewed across the service and it is recognised that the requirements will vary according to the needs of different roles. Full inductions should be undertaken when internal staff change job roles as well as for new appointments to the organisation. Inductions should be based on career pathways and linked to ERDs.	Review inductions

Staff development					
<p>The pandemic has had a negative impact on the development of staff: courses and training were not available.</p>	<p>1. Draft and implement a Service Learning and Development plan</p>	<p>2. Will ensure that all staff are well equipped and feel confident to undertake their duties</p>	<p>SMT, Line Managers, HRBP, People Development Team</p>	<p>People Development are assisting the service to create a service learning and development plan and the outcomes from ERDs will inform this.</p> <p>The Service is in the process of completing the annual Employee Review and Development process for all staff.</p> <p>The service is working with People Development to create a condensed ERD tool for managers to use with front-facing staff to enable key conversations to take place with a high number of staff about wellbeing, health and safety and development.</p> <p>Front-line areas of the service often struggle to provide staff with protected learning time. Alternative strategies are being considered to overcome this challenge, such as computer access and logins for all staff and introducing dedicated training days.</p> <p>Other teams within the service have achieved protected time for mandatory and priority training and this is discussed during 1-1s and ERDs.</p> <p>Training gaps for new and middle managers have been identified and training provision is being developed in areas such as absence management, performance management and courageous conversations. Further development is required to ensure managers feel equipped with up-to-date HR policy information to manage staff effectively.</p>	<p>Work with People Development to produce a service learning and development plan</p> <p>Complete and implement condensed ERD tool</p> <p>Undertake all ERDs</p> <p>Ensure protected learning time for all staff</p> <p>Continue to develop management and HR training resources</p>
Structure and Roles					
<p>Given the current and forecasted budget challenges, the service has reflected on what, where and how services are to be delivered to best utilise the existing workforce. This has resulted in a new peripatetic FM operational model to deliver the right skills in the right place at the right time and at the right cost. Additionally, the structure review is being considered to drive service delivery efficiency. Continuous review is required as failure to manage workforce planning and change, puts at risk the Council's capacity to make the most effective use of resources.</p>	<p>1. Review current establishment and determine if the present roles are sufficient to meet change in needs and practice.</p>	<p>2. Establish a sustainable, cost effective structure that is fit for the future</p>	<p>SMT, HRBP</p>	<p>The current service headcount has reduced by 6% since May 2023.</p> <p>This is due to structure reviews, organisational recruitment control methods and delivery of the peripatetic Cleaning and Facilities Management model.</p> <p>Individual team structures are being reviewed to meet the needs of the service and to achieve consistency of post titles and pay grades. Changes such as creating new essential roles and making some fixed-term roles permanent has helped to stabilise structures. This is an ongoing process and requires further focus across the service.</p>	<p>Measure the establishment by FTE in addition to headcount</p> <p>Continue to review structures</p> <p>Further work is required to enhance cross geographical area working to promote consistency of working practices and achieve an equal distribution of work.</p>
New Ways of Working					
<p>The Coronavirus pandemic brought to the fore the opportunity to take forward at speed, new ways of working for staff as well as new ways of service delivery.</p>	<p>1. Identify Service Requirements and how this can accommodate a blended way of working.</p> <p>2. Identify office space (where and what) required</p> <p>3. Work with teams to complete the team agreement documents about ways of working</p>	<p>4. Enhance service delivery and staff wellbeing through a blended approach to working</p>	<p>SMT, HRBP</p>	<p>Team agreements were developed for each team to ensure that appropriate working arrangements are in place. Team agreements are required to be reviewed regularly to ensure they are fit for purpose.</p> <p>A review of the hybrid working policy is being considered to ensure managers have a clear understanding of the corporate position. This will help the service to achieve the corporate asset management budget saving proposals.</p>	<p>Review corporate hybrid working approach</p> <p>Update team agreements</p>

Staff Wellbeing & Performance					
The service absence levels are only slightly above the Council average sitting at 1.9%.	1. Provide training in absence management and performance management policy, guidance and processes.	5. Reduce staff absence and performance issues and improve overall staff wellbeing, resulting in reduction of cost and turn over.	SMT, Line Managers, HRBP, People Development	An attendance management e-learning module for managers was launched at the end of 2023 to enable managers to provide employees with appropriate absence support. Face-to-face training is being developed to assist managers with attendance and performance management to compliment the online training provision.	Managers to complete the relevant training Report on training undertaken to SMT
Stress and musculoskeletal problems are the top two reasons for long term sickness absence within the service and this needs to be proactively addressed.	2. Utilise the Attendance Support Officers and Occupational Health to identify trends and act proactively to reduce absence			The Attendance Support Officer continues to provide managers and employees with support and advice on effective absence management. In addition, employees have access to the employee assistance programme.	
	3. Ensure that all staff have an up to date Employee Review and Development plan which includes Staff wellbeing.			ERDs and regular 1-1 with line managers are being implemented in the service with a condensed tool being developed to enable managers to have essential conversations with a high number of front-line staff.	
	4. Make staff aware of the Employee Assistance Programme and Mental Health First Aiders. Ensure that all managers have completed the compulsory Mentally Healthy Workplace course.			Managers have been encouraged to complete the compulsory Mentally Healthy Workplace training.	Provide report to SMT on training completed
				Stress and musculoskeletal problems continue to be the top two reasons for long-term absence within the service. DSE assessments are undertaken regularly and reviewed by line managers. The Right to Disconnect policy created	DSE assessments to be reviewed regularly Managers to promote healthy working practices
				A staff wellbeing survey was undertaken in January 2024. The findings are being analysed and this will be shared with the service managers and will contribute to workforce planning.	Wellbeing survey findings to be included in this action plan
Staff Engagement Survey					
	1. Discuss outcomes with Senior Management Team and take to team meetings.	3. Building on the strengths and address areas of improvement will enhance staff wellbeing and performance.	SMT, Line Managers, HRBP	The outcomes from the 2022 staff survey were shared and discussed with the service and a corporate action plan was drafted for Corporate Resources Committee in 2024.	Prioritise and implement actions from the discussion session
	2. Develop action plan to enhance positives and address areas of improvement.			The key areas for improvement were identified as follows: - Employee engagement - Senior leader visibility - Change management - Salary and fair pay	Implement the corporate action plan

Agenda Item	5.
Report No	HP/06/23

HIGHLAND COUNCIL

Committee: Housing & Property Committee

Date: 27 April 2023

Report Title: Workforce Planning

Report By: Executive Chief Officer Housing and Property

1 Purpose/Executive Summary

- 1.1 This report sets out a summary of the Housing and Property Service Workforce Plan for 2022 – 2025.

2 Recommendations

- 2.1 Members are asked to **NOTE** the Housing and Property Service Workforce Plan for 2022 – 2025.

3 Implications

- 3.1 **Resource:** Given the current and forecasted budget challenges, the service has reflected on what, where and how services are to be delivered to best utilise the existing workforce. An example of reprioritising and reshaping the service, has resulted in a new peripatetic FM operational model which will deliver the right skills in the right place at the right time. Additionally, a structure review is being considered to drive service delivery efficiency. The service management team recognise that continuous review is required as failure to manage workforce planning and change, puts at risk the Council's capacity to make the most effective use of resources.
- 3.2 **Legal:** Care is required that large scale and complex workforce change is managed in line with current employment legislation and Highland Council policy.
- 3.3 **Community (Equality, Poverty and Rural):** Targeted recruitment in rural areas (migration and repopulation, especially in our remote/rural areas is an issue), with potential factors such as housing, transport, remoteness, skills gaps, long-term employment, and fair pay all being strong influencers.
- 3.4 **Climate Change/Carbon Clever:** No implications.

3.5 **Risk:** Having a sustainable workforce is included as a risk on the Corporate Risk Register. There are also staffing resource challenges associated with budget constraints.

3.6 **Gaelic:** No implications.

4 Background

4.1 Workforce planning is the process that organisations use to make sure they have the right people with the right skills in the right place at the right time and at the right cost. To manage their workforces effectively, organisations need to have up to date information on:

- the number of people they employ to carry out different tasks
- what skills the workforce has and where the gaps are
- what skills and staff will be required to deliver future services and priorities

4.2 Service specific workforce planning has been taken forward in line with the agreed Workforce Planning and Development Action Plan that was approved at the Redesign Board on 23 March 2021.

4.3 The Highland Council's People Strategy approved at Committee on 27 October 2022 outlines the direction and framework for the organisation over a 5-year period relating to our workforce. The Strategy provides an overview and our approach covering eight key staff elements: staff engagement; health, safety, and wellbeing; reward and conditions (including job design); talent management; people development; people data and processes; workforce planning; equality, diversity, and inclusion.

4.4 Effective workforce planning will support the Housing & Property Service to:

- deliver improved services
- review and understand the workforce establishment
- manage staffing budgets effectively
- ensure sufficient and appropriate training is provided
- cope with changes in supply and demand for various skills.

4.5 The Housing and Property Service Workforce Plan has been prepared using the Highland Council six-point model (Appendix 1). The period of the plan is from 2022 to 2025, which will be a rolling 4-year plan, monitored and reported on to the Housing & Property Committee.

5. Context and Drivers

5.1 As part of the workforce planning process, the Housing & Property extended Senior Management Team undertook two focused sessions facilitated by HR Business Partners to:

- analyse the context and environment in which the service is operating
- analyse the current and required workforce profile
- develop actions to ensure the service workforce can meet future demands and priorities.

- 5.2 When undertaking a PESTLE (Political; Economic; Social; Technological; Legal and Environmental) analysis it became clear that the service is currently operating in a mainly Economic environment, but other critical demands were also reflected in a Social context, with customer expectations, ageing workforce and supporting rural areas with services and employment identified.
- 5.3 Recruitment is a significant problem for the Service. Repercussions from Brexit, lower salaries when compared to the private sector, increased outward migration and an ageing Highland population all contribute to the difficulties experienced in recruiting suitable candidates. This is further exacerbated by the age profile of the workforce and predicted high numbers of retirement in the very near future.
- 5.4 The Cost of Living Crisis, the impact of the pandemic and other global factors has led to an increase in differing nationalities and cultures locating to Highland. This has resulted in varying customer requirements which could place additional demand on the service and service users and teams need to be prepared for this. A very recent example being the Ukrainian refugee settlements.
- 5.5 The Service Management Team are aware of the need to provide staff with a sense of belonging and provide opportunities to motivate, engage and empower the workforce to achieve a working environment based on the Councils values to improve motivation, ways of working and individual capability at all levels.
- 5.6 Consideration is also given to performance management being a critical component to workforce planning. Performance Management not only allows managers and staff to communicate expectations and outcomes, but more importantly, it provides information to management allowing them to make informed decisions regarding service delivery. Through effective use of data, leaders can analyse the current situation, identify trends and gaps in the workforce and plan for the future by taking proactive and corrective actions through processes such as recruitment, training and development. Performance management can also help managers recognise areas for improvement and increase staff engagement and retention.
- 5.7 The Highland Council's Digital Strategy and implementation plan which lays the foundations for a 'Digital Council' is an area of significance for the service. Digital transformation is 80% about people and 20% about technology. Therefore, this is a key consideration in workforce planning and organisational development, with the Council, staff and service users benefiting from increased efficiencies through the development of a digital culture and mindset.
- 5.8 The Housing & Property service values the positive partnering relationship it has with the Trade Unions and will invest in maintaining this in order to establish a more agile workforce in relation to reviewing current staffing structures, working practices and processes.

6 Current Workforce Profile

- 6.1 The Housing & Property Service has a total headcount of 1,862 staff and has an average turnover of 13%. The workforce comprises of 71% female and 29% male.

- 6.2 Age profile is a significant problem for the service. There are currently 444 employees (nearly 24%) that are younger than 41. 1,022 employees (nearly 55%) are 51 years or older, including 358 members of staff older than 61. Although, there is no compulsory retirement date, it is to be expected that between now and 2025, (the period covered by this report), the majority of the 358 staff older than 61 will retire, which would equate to almost 20% of the current workforce.
- 6.3 The latest absence data shows the service absence levels are only slightly above the Council average of 1.8%. Further analysis identified that stress and musculoskeletal problems are the top two reasons for long term sickness absence within the service and this needs to be proactively addressed.
- 6.4 Historically, the service has not relied on agency working and does not generally incur large costs in relation to this. However, compared to the previous year, there has been an increase in agency usage (89%) in 2021/22 due in the main to difficulties experienced in recruiting suitable candidates, particularly in the Architectural and Property Management functions. This is an additional cost and makes it difficult to deliver a consistent service and therefore agency usage needs to be proactively managed, and reliance reduced.
- 6.5 There is a recognition that one of the strengths within the Service is specialist expertise. Previously there had been limited use of the Apprenticeship Scheme, however, over the last 4 years this has changed significantly, with managers being proactive in exploring and utilising such frameworks, with particular focus on difficult to recruit posts and remote areas within the Highlands. The Service currently has 64 modern apprenticeships and 10 graduate apprenticeships.
- 6.6 The Council's Senior Management Redesign has been completed within the Housing & Property Service and this has provided opportunities for further restructuring. This has been carried out in partnership with Trade Union colleagues to ensure appropriate and effective change is achieved for the Service and staff affected.

7 Future Workforce Profile

- 7.1 When considering the future workforce profile, the Housing and Property Service Management team acknowledged the impact that budget savings could have on current staffing resource.
- 7.2 The need to utilise the current workforce as effectively as possible and prioritise service delivery is paramount to successful workforce planning. The Service currently provides professional support to other services within the Council and continued demand for this support creates pressures at a time when budgets and staffing levels are decreasing. Any further decrease will have an impact on existing work pressures currently felt by the workforce and decisions will have to be made on what the Service will stop doing and what they can do to be more efficient. This can be supported by utilising technology and conducting LEAN reviews.
- 7.3 Structures and roles that enable collaborative working whilst building agile teams are also a key consideration in workforce planning. Therefore, transition and mobilisation of staff, which supports the Corporate Transition Model will provide scope to consider and offer realistic alternatives and options for staff, which will also create more flexibility across teams and Services.

- 7.4 Vacancy management, reduction in temporary contracts and recruitment controls have been very successful to help meet the Service 2022/23 budget targets. The Service will continue to apply due diligence in these areas to help manage targets for 2023/24. The fact the Service has an ageing workforce with 358 employees within 61-70 age range may also help realise some of the future budget requirements through natural turnover.
- 7.5 The Council aims to engage a strategic approach to Talent Management that ensures a strong focus on attraction and retention to secure a workforce that is robust, dynamic, flexible, and thriving. Going forward the Housing & Property Service need to identify talent and generate opportunities for staff to develop multi skills that meet organisational needs, particularly in areas of identified skills shortages.
- 7.6 As mentioned previously in this report, recruitment is one of the main workforce issues for the Service. As a result, there are several unfilled critical vacancies which result in additional pressures on the existing workforce and service delivery concerns. The development of an effective recruitment strategy is therefore paramount, building on the Talent Strategy developed by the Corporate Talent Manager. The Modern Apprentice scheme has been identified as one approach to support long-term succession planning. Therefore, building upon the already successful utilisation of the apprentice framework will be crucial considering almost 20% of the aging workforce will potentially retire within the next 4 years. Further work is also required to engage with schools to explore careers within the Housing and Property Service and for the Service to identify entry level opportunities for school leavers. The Service would also benefit from discussion with UHI to explore further education possibilities in relation to the Housing Management function as there is a shortage of available courses in Highland which contributes to a lack of awareness of this function as a career opportunity.
- 7.7 Achieving development requirements and supporting a changing workforce for the successful future of the Service requires robust leadership abilities at all management levels. It is seen as critical therefore, that the development of managers is recognised and supported as a key priority.
- 7.8 Hybrid working was an area already being explored within the Council, however the Coronavirus pandemic brought to the fore the opportunity to take forward at speed, new ways of working for staff and customers, as well as new ways of service delivery.
- 7.9 Whilst increasing the effectiveness of activities and meeting aspirations of staff for an improved work-life balance, hybrid working is also intrinsically linked with asset rationalisation, climate change and digital transformation.

8. Workforce Actions

- 8.1 Following an analysis of the context and the current and future workforce profiles, the Housing and Property Service will strive to ensure that it has the appropriate workforce going forward and will achieve this through the following actions:
- continue with the development of an affordable, agile and sustainable workforce
 - identify synergies and support cross team/service working opportunities
 - develop an effective structure
 - continue to support management and leadership development
 - develop an effective recruitment and retention strategy
 - continue to utilise the modern and graduate apprenticeships to support succession planning

- explore mature digital approaches to service delivery and apply LEAN reviews to existing processes in order to identify and release efficiencies
- establish training action plans

8.2

Several actions identified through the workforce plan will be linked to work streams covered in the Corporate Workforce Strategy, such as improvement of management data and business processes.

Designation: Executive Chief Officer Housing and Property

Date: 13 February 2023

Author: Marie Mackenzie, HR Business Partner

