
Developing future skills and capacity

48. Councils need to find innovative ways to ensure the workforce capacity and skills they need to deliver services in the future. Training and development opportunities can help to attract and retain employees and ensure skills are in place. Many councils work with their partners to offer apprenticeship schemes or vocational qualifications. Succession planning is also important to develop future leaders and ensure that essential skills are in place.

49. Jobs can be re-designed to optimise the workforce and improve services. For example, generic roles across health and social care disciplines. Leaders need to engage with staff and trade unions over fundamental workforce reform. This is particularly challenging in an environment of potential job losses.

50. The council's People Strategy 2023-2028 recognises the workforce capacity challenges and sets out the strategic opportunities for the council to attract and retain staff. The council's focus is developing a stronger employer brand, reviewing and enhancing policies that support flexible working and better promoting the benefits of working for the council.

The council faces recruitment and retention challenges of staff and has developed programmes such as apprenticeships, succession planning and skills training to deal with the challenges

51. The council faces recruitment and retention challenges with staff, and its proximity to Edinburgh and Glasgow can make it difficult to compete with private organisations to attract and recruit professional staff.

52. Several service areas continue to report difficulty in recruiting to specialist posts including:

- Teaching posts in STEM subjects
- Skilled trades including Electricians, Joiners and Mechanics
- IT posts
- Environmental Health Officers
- Social Workers

53. The council has developed several solutions to deal with gaps in resources and difficulties in recruiting for posts. Examples include: