

Community and Enterprise Resources

Workforce Plan

2022 - 25

1) Introduction and Background

The purpose of this plan, is to outline the key strategic drivers for the Community and Enterprise Resources workforce to the current and future challenges and ensure these are aligned to the current and future Council challenges, risks and new developments.

2) Resource Overview

The Executive Director following a recent restructure of services, oversees the following four service areas:

Facilities, Waste and Grounds Services provides key services within schools and council premises, including cleaning, catering, receptionist, janitorial, concierge, and crossing patrol services. The Service is responsible for keeping our streets clean and maintaining and developing public parks, open spaces, tree stock, fixed play areas, sports fields, golf courses, allotments, and food growing opportunities, collecting and disposing of waste and encouraging recycling. Managing and maintaining the councils' cemeteries and crematorium, providing bereavement services, and ensuring the provision of burial ground

Roads, Transportation and Fleet Services provides services in maintaining our roads and transportation network to support safe and effective transport and promoting active travel procuring and managing the council's vehicle fleet, including refuse collection, roads maintenance, street sweeping and passenger transport.

Planning and Regulatory Services provides planning and building standard services which guide and control physical development and land use in the area, ensure the health and safety of persons in or about buildings, ensure the conservation of energy and the achievement of sustainable development as well as protecting public health through the delivery of environmental health services and providing trading standards to protect consumers and communities.

Enterprise and Sustainable Development Services supports promoting economic development and delivering support for local businesses supporting town centres and physical regeneration as well as leading the council in developing and promoting sustainability, supporting the transition to a net zero carbon economy, and addressing climate change, and leading the council in promoting and developing a fair, healthy, and sustainable food system'

The resource also has a significant role to play in managing the relationship between the council and South Lanarkshire Leisure and Culture (SLLC). SLLC deliver leisure and cultural services on behalf of the council and promote the health and wellbeing of South Lanarkshire residents through libraries, cultural venues, museum, arts centres, indoor and outdoor sports and leisure centres, community halls and country parks.

Resource Overview

The Community and Enterprises Resource Plan (2022/23) has identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year. Key areas of focus are:

- Covid recovery
- Economic Development and Renewal
- Fair, Healthy and Sustainable Food System
- UK Government Levelling Up and Shared Prosperity Funding
- Health and Wellbeing
- Climate change and sustainability
- Legislative and Policy Changes

Strategic Drivers

The Resource plan sets out the key areas of focus, as well as strategic drivers and policy frameworks that will have an impact on Community and Enterprise Resources and the workforce and these are detailed below:

- Financial savings and efficiencies
- Covid recovery - A continued response to the impact of COVID pandemic and ensure resilience in the workforce to respond to future outbreaks
- Recruitment and retention
There is increased number of retirements, flexible working requests and turnover which results in a reduced workforce availability.
- Pay and reward
Increased demands to ensure that pay and reward remains competitive and attractive to employees

Strategic Plans

All of the above is factored into the key strategic plans which Community and Enterprise Resources is a key contributor or partner to. The main plans covering each of these areas are:

- South Lanarkshire Community Plan 2017-27
- South Lanarkshire Council Plan 2022 - 27
- South Lanarkshire Children's Services Plan 2021-23
- Input to the Sustainable Development and Climate Change Strategy
- Community and Enterprise Resource Plan and associated Service Plans

3) Current Workforce and People Skills Required

The Resource has 2665.03 FTE employees, the number of employees can vary depending on seasonal recruitment, which are broken down as follows:

Service	FTE
Facilities, Waste and Grounds	1878.05
Roads, Transportation and Fleet	464.96
Planning and Regulatory Services	125.44
Enterprise and Sustainable Development	103.99

General Workforce information:

For 21/22 the absence rate was 7.1% and the turnover was 9.04%

58% workforce is 50 years old or over.

In 2021/22 there have been an increase in the number of retirements, requests for flexible working and reduction in working hours.

Workforce Challenges

At present, there are a number of workforce challenges for Community and Enterprise Resources directly impacting on the ability to fully meet current demand, as summarised below:

- Workforce availability – there are insufficient applications being made to fill roles for Planning and Economic Development Officers, Environmental Health Officers, Mechanics, Operatives in Waste, Grounds and Roads with the necessary HGV licences, specialised skilled areas such as Arboriculture, Bereavement Services and Sustainable Services, this has led to increased pressure on the existing workforce, along with the continued recruitment for turnover in front line facilities services.
- Ageing workforce – the profile of the workforce in South Lanarkshire is working against demand, with a significant proportion of the workforce being in the 50-70 age bracket (49%). As a result of the COVID pandemic people are re-evaluating priorities with a potential further increase in earlier retirements

4) Objectives of the Plan

The objectives of this workforce plan are to consider how the above strategic priorities and areas of service demand can be mitigated against and managed over the course of the next 5 years. Delivering more of the same will not necessarily solve these challenges, and the services will have to consider new ways of working, inclusive of transformational change. Some of the principles underpinning how this will shape the workforce moving forwards have already been set out in the strategic plans referred to above.

5) Actions and Recommendations

From the above, a number of key actions require to be taken forward in a workforce planning context to manage the demands and challenges of today and going forward over the next 5 years. Notably, the main ones are:

- Review existing recruitment practices inclusive of adverts, use of social media and refreshed and updated job descriptions, where applicable
- Consider development of a graduate apprenticeship approach for securing professional roles
- Consider contacts with Schools and Colleges to encourage more applicants
- Strengthen links with employability to access a wider audience
- Look across the Council to access routes to 'Grow our own', future proof our workforce

- Look at the existing structures and skills or skills base as well as business delivery models and consider what is required to deliver the services moving forwards across all areas
- Succession planning across a number of key areas, and building leadership capacity
- Optimise the efficiency of the existing workforce including staff absence cover: application of employee supports/wellbeing; application of Maximising Attendance processes and maintaining a solution-focussed approach to complex issues.

Community and Enterprise Resources

Workforce Action Plan 2022 - 2025

Appendix 1

Priority/Identified Needs. What are the future workforce priorities based upon your supply and demand analysis?	Actions What specific actions that are needed to deliver each priority?	Anticipated Outcomes	Lead Officer Who is responsible for delivery?	Support What support do we need? Who else needs to be involved?	Timescale What are the timeframes for delivery?	Financial Implications
Workforce / HR						
Increased demand and reduced workforce pool	Revised recruitment practices, greater use of social media and campaign approach, consider graduate apprenticeship approach and opportunities to develop current staff	Fill vacancies	Heads of Service / HR Business Manager	HR advisers	Annual	none
Pay and reward	Promote benefits of working in SLC	Recruitment and retention	Heads of Service / HR Business Manager		Ongoing	
Savings and Efficiencies requirements	Identify savings requirements and continue to make efficiencies, review working practices and business delivery models	Efficient deployment of resources to deliver service, smarter use of people resources	Executive Director	Heads of Service and HR Business Manager	Annual	
Increased number of retireals	Quantify likely turnover Succession Planning, Develop entry options into posts.	Recruitment to maintain agreed staffing levels	Head of Service	HR Business Manager	Annual review	

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