

## **South Lanarkshire Council**

### **Workforce Plan**

**2022 - 2025**

#### **Introduction and Background**

This plan outlines the workforce challenges and associated actions for South Lanarkshire Council. The key strategic drivers and service demands are used to identify the actions to ensure that the Council has the right people in the right place at the right time to deliver services.

The Council is responsible for the delivery of a wide range of services across communities and households in South Lanarkshire. Resources work to deliver the Council vision:

*To improve the lives and prospects of everyone in South Lanarkshire*

At the heart of the Council's vision are the values:

- Focussed on people and their needs
- Working with and respecting others
- Accountable, effective, efficient and transparent
- Fair, open and sustainable
- Excellent employer

#### **Strategic Plans**

In addition to the Council Plan several key strategic plans, which the Council is a key contributor or partner to, support the delivery of services, and these are listed below:

- South Lanarkshire Community Plan 2017-27
- South Lanarkshire Strategic Commissioning Plan 2022-25
- South Lanarkshire Children's Services Plan 2021-23
- South Lanarkshire Alcohol and Drug Partnership Strategy 2020-23
- Local Housing Strategy and Rapid Rehousing Transition Plan
- Sustainable Development and Climate Change Strategy
- Resource and Service Plans

#### **Resource Workforce Plans**

Each Resource within the council reviewed their workforce data to establish the challenges and opportunities that this presents. Each workforce plan contains a detailed analysis of the data and the potential implications for the resource and the council. The following is a summary of information contained in the individual plans on a resource-by-resource basis, in terms of key themes and identified actions.

#### **Community and Enterprise Resources**

##### **Key Themes**

- The demographic of the workforce and the impact on succession planning
- The ability to recruit and retain employees in key front line and professional areas
- The development of current workforce to ensure skills are available to deliver in key strategic areas

- Maintaining employee wellbeing and resilience

### Actions identified

- Revised recruitment practices to attract and retain employees
- A graduate apprenticeship approach to recruitment
- Establish links with schools and colleges to encourage those to consider a role with the council
- Establish methods to grow our own talent and future proof the workforce
- Robust Succession Planning, across several key areas
- A review of working practices and business delivery models
- 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

### Education Resources

#### Key Themes

- Education recovery and reform
- Workforce supply challenges which will be impacted by the reduction in class contact time and subsequent requirement for more teachers, this is a national issue
- For support and early years ability to recruit and retain employees in a competitive market
- Demographic of the workforce and the impact on succession planning
- Maintaining employee wellbeing and resilience

### Actions identified

- Revised recruitment practices to attract and retain employees
- Plan for implementation of reduction of class contact time once funding arrangements have been confirmed
- Assess the impact of the Future vision for Education in terms of funding and staffing impact
- Review the allocation of recovery funding and rationalise the allocation

### Finance and Corporate Resources

#### Key Themes:

- The demographic of the workforce and the impact on succession planning
- The ability to recruit and retain employees in key professional areas
- The development of current workforce to ensure skills are available to deliver in key strategic areas
- Maintaining employee wellbeing and resilience

### Actions identified

- Revised recruitment practices to attract and retain employees
- A graduate apprenticeship approach
- A review of working practices, considering actions to develop employee skills to deliver services

### Housing and Technical Resources

#### Key Themes

- The demographic profile of the workforce and the impact on succession planning
- The ability to recruit and retain employees
- The development of the current workforce to ensure skills are available to deliver in key strategic areas for future developments and changes in respect of Climate change and sustainability and new IT technology
- Refugee Resettlement Programme expansion and widening asylum dispersal
- Maintaining employee wellbeing and resilience

#### Actions identified

- Improved recruitment practices to attract and retain employees
- A graduate and other apprenticeship approach to recruitment
- Further expand links with schools and colleges to encourage those to consider a role with the council
- Expand on methods, training and development to grow our own talent and future proof the workforce
- Robust Succession Planning, across several key areas
- A review of working practices, making improved use of workforce/assets and consider future needs to deliver key services, in changing environment
- 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-focused approach to complex issues

### Social Work Resources

#### Key Themes

- Sustained pressure on services and an increased demand that will continue over the period of the plan.
- Significant national workforce supply challenges that require action at a national policy level to impact change
- Implications of the National Care Service and impact on existing workforce and ability to recruit
- Maintaining the well-being and value of the workforce to enable recruitment and retention across all service areas

#### Actions identified

- Continue to invest in key areas to address the increased demand for services while looking at how to redesign services to maximise the use of available resources
- Review recruitment practices to extend and promote social care by using a flexible approach and utilising employability routes
- Establishing the Care Academy in South Lanarkshire to 'grow our own' workforce and avoid a skills gap in the future years
- Robust career pathways to be identified to enhance career progression and succession planning
- Maintain employee health and well-being to ensure the workforce feel valued and supported

### **Council Workforce Plan**

Considering the Resource workforce plans common themes have emerged to be reflected in the Council wide workforce plan which provides an overarching view of the key challenges. These common themes are:

- Increased demand and a reduced workforce pool
- Demographic challenges – increased turnover, employees retiring earlier than expected and succession planning
- Ability to grow and develop talent and skills
- Ongoing requirement for efficiency savings
- Digital developments and new IT systems
- Maintaining employee wellbeing

### **Council wide Action Plan**

From the above, a number of key actions require to be taken forward and a detailed action plan is attached

Revised recruitment practices

- Development of 'grow our own' approach to attract and retain employees
- Robust succession planning practices
- Manage employee impact of ongoing requirement for efficiency savings and service redesign
- Support and development for digital and IT developments
- Maintain employee health and well being

### **Risk Implications**

The actions identified to assist the Council to achieve the right people with the right skills to deliver service, however there are risks if these actions cannot be delivered. These are:

- Reduced workforce supply is a risk to delivering the actions identified and this can be reduced by redesigning services to be delivered within workforce available
- Ability to maintain service requirements given the time taken to train and develop employees to achieve the required skills mix given the complexity of skills set required across the different roles
- Competing recruitment drives across services and sectors

The risks identified with workforce planning will be included in the Resource risk registers.

### **Monitoring the Plan**

The actions plan will be monitored through the Resource management team as the arrangements on national initiatives emerge and any significant changes will be reported through the Corporate Management Team.



## Council Workforce Action Plan

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
Increased demand and reduced workforce pool	Revised recruitment practices, greater use of social media and campaign approach	Fill vacancies	Heads of Service / HR Business Manager	HR advisers and Service Managers	Annual	Within existing resources
	Utilise all routes to attract and retain employees and through employability, apprenticeships, and promoting career pathways	Improve recruitment and retention	Heads of Service / HR Business Manager	HR Advisers and Service Managers	Ongoing	Within existing resources
	Succession planning and building leadership capacity	Increased workforce resilience, retention of expertise and a chance for staff to develop and grow	Executive Directors	Heads of Service and Service Managers	Year 2 March 2024	Within existing resources
	Where possible, consolidate an agile/flexible working approach, inclusive of flexible hours beyond traditional business hours	Increased service flexibility and reach	All Heads of Service	Service Managers and HR Advisers	Year 1 June 2023	Within existing resources
<b>Service Redesign and efficiency savings</b>	Redesign of services	maximise the use of available resources	Executive Director	HR / Heads of Service	annual	
	Manage employee impact of ongoing efficiency savings	Redeployment of displace employees	Executive Director	HR / Heads of Service	annual	
	Continued response to the impact of the COVID pandemic	Increased awareness and skills to deal with pandemic planning	All Heads of Service	Service Managers and HR	Ongoing	Within existing resources and any additionality from Scottish Government
<b>IT / Digital developments</b>	Implementation of Fusion (HR, Finance and procurement)	Process improvements for managers and employees	Executive Director Finance and Corporate Resources	Project team	Year 2 March 2024	Funding already allocated
	Implementation of resource IT systems (Housing and Social Work)	More time directed to frontline outcomes and planning	Heads of Service	Project team	Year 2 March 2024	Funding already allocated

## Appendix 1

		Reduced bureaucracy				
<b>Employee Support</b>	Enhance staff wellbeing support as part of increasing staff resilience and furthering our ambitions as an excellent employer	Improved employee resilience and well being	Heads of Service	HR Adviser (Employee Wellbeing) and Heads of Service	ongoing	Within existing resources