

Report

Report to:	Executive Committee
Date of Meeting:	2 November 2022
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Council Workforce Plan 2022 to 2025
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee on the Council Workforce Plan 2022 to 2025
- ◆ highlight the key strategic actions required in relation to workforce planning

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the content of the report be noted; and
- (2) that the Council Workforce Plan (Appendix 1) be approved.

3. Background

3.1. The Workforce Strategy for the Council was reported to Executive Committee in 2016 and, following this, Resources developed Workforce Plans covering the period 2017 to 2022.

3.2. Workforce plans outline the strategic actions required to ensure that Services have the right people, in the right place at the right time to enable delivery of the Council objectives.

4. Resource Workforce Plans

4.1. Each Resource has developed plans using the Workforce Planning toolkit. The individual plans were reported to Resource Committees in September and October.

4.2. There are 4 planning stages outlined in the process:-

Stage 1 - Determine the Business Strategy

This stage undertakes an analysis of the key internal and external drivers which inform the Resource planning process and determine how these will impact the services to deliver, and the numbers and skills required in the workforce to achieve the desired outcomes.

Stage 2- Analyse and Discuss Relevant Data

This stage assesses relevant and available data on the current profile of the workforce, and any observations and predictions around future resourcing requirements

Stage 3 – Agree Objectives of the Plan

Using the information from Stage 1 and 2, identify what the plan is trying to achieve, then need to be review against available resources.

Stage 4 – Agree Actions and Implement Plan

This stage is intelligence gathered from stages 1-3 where Resources and the HR Business Manager develop an action plan, based on key areas of the workforce where risks have been identified in relation to the ability to deliver business objectives.

5. Council Workforce Plan Overview

5.1. The overall Council Workforce Plan, including the action plan, is attached at Appendix 1. The Plan provides an overview of the key themes and actions identified in the Resource Workforce Plans. The information from Resource Workforce Plans has been used to identify the key overarching strategic drivers and actions to ensure the Council has the right people in the right place at the right time to deliver services.

5.2. The key workforce planning themes for the Council 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

5.3. In terms of actions identified to address the challenges the key activities are:-

- ◆ 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

6. Risk Implications

6.1. The actions identified will assist the Council to achieve the right people with the right skills to deliver service, however, there remains risk if these actions cannot be delivered.

6.2. A reduced workforce supply is a risk to delivering service. This can be mitigated by redesigning services, taking account of workforce availability. Similarly, the time taken to train and develop employees to achieve the required skills mix is a risk, this is mitigated by aligning the Workforce Planning and Leading and Development activity within Resource boards.

6.3. Competing recruitment drives across services and sectors and work there remains between sectors, taking account of demands will reduce this risk.

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

7. Monitoring the Plan

7.1. The action plan will be monitored through the Resource Management Teams as the arrangements on national initiatives emerge and any significant changes will be reported through the Corporate Management Team.

8. Employee Implications

- 8.1 Having a proactive workforce planning process in place ensures an effective workforce is in place to deliver our services.

9. Financial Implications

- 9.1. There are no additional costs associated with undertaking the workforce planning process and any financial implications that have been detailed in the action plan will be met within existing resources
- 9.2. Planning for appropriate workforce arrangement demonstrates effective and efficient use of resources.

10. Climate Change, Sustainability and Environmental Implications

- 10.1. There are no implications for Climate Change, sustainability or the environment in terms of the information contained in this report.

11. Other Implications

- 11.1. The risks associated with the workforce plan is outlined in Section 6.0 and there are no other issues associated with this report.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 12.2. There is also no requirement to undertake any additional consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

18 October 2022

Link(s) to Council Values/Priorities/Outcomes

- ◆ Focused on people and their needs
- ◆ Working with and respecting others
- ◆ Accountable, effective, efficient and transparent
- ◆ Ambitious, self-aware and improving
- ◆ Fair, open and sustainable
- ◆ Excellent employer

Previous References

- ◆ Executive Committee of 13 April 2016 - Workforce Planning Strategy
- ◆ Executive Committee of 8 March 2017 – South Lanarkshire Council Workforce Plan, 2017- 2020

List of Background Papers

- ◆ None

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact: -

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