

Report

9

Report to:	Housing and Technical Resources Committee
Date of Meeting:	4 October 2017
Report by:	Executive Director (Housing and Technical Resources)

Subject:	Housing and Technical Resources' 2017 to 2020 Workforce Plan - Right People, Right Place, Right Time
----------	---

1. Purpose of report

1.1. The purpose of the report is to:-

- ◆ summarise the content of the Housing and Technical Resources workforce plan, highlight the key strategic actions for the Resource and note the action plan to progress this

2. Recommendation(s)

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

- (1) that the Housing and Technical Workforce Plan 2017–2020, be approved; and
- (2) that the action plan to progress the plan, be noted.

3. Background

3.1. The Council Workforce Planning Strategy was approved at Executive Committee on 13 April 2016. Over the period since April 2016, each Resource within the Council has been engaged in workforce planning activity. Resource specific workforce plans have been developed and each Executive Director is responsible for progressing the associated outcomes and actions identified in their plan.

3.2. The Executive Committee on 8 March 2017 agreed the South Lanarkshire Council Workforce Plan for 2017 to 2020 and that Resource specific workforce plans are reported to Resource Committees.

4. Housing and Technical Resources Workforce Plan 2017-2020

4.1. Introduction

4.1.1. Housing and Technical Resources' Workforce Plan is detailed at Appendix 1. The Plan is built around the vision, values, ambitions and objectives of Connect 2017 to 2022.

4.1.2. The planning process for the Plan has 4 recurring key stages:

- ◆ Determining Business Strategy – what is needed
- ◆ Investigation – collect and analyse data
- ◆ Forecasting – review data, workforce capabilities and identify gaps
- ◆ Develop and implement action plan – agree measures of our success

4.2. Strategic Environment

4.2.1. This section gives information on the 'Horizon scanning' activity led by the Chief Executive and Executive Directors and how this underpinned additional work within Resources to identify the key drivers and strategic factors influencing their service objectives going forward into 2020.

4.2.2. A key driver for the Council and the Resource is potential impact of reduced funding across the sector, changes to legislative requirements and increased demands for services. The Plan also focus on succession planning and increasing capacity in a complex and changing environment. The Council and Resources also need to deliver its plans in keeping with the current and future financial challenges.

4.3. Efficiency Savings and Service Reviews

4.3.1. The workforce planning process takes into account the work that has been undertaken through the ongoing service review programme. This will include efficiency savings targets and major cross cutting reviews.

4.4. Data Analysis and Key Challenges, Succession Planning and Overall Summary

4.4.1. Each Resource undertakes an analysis of data relating to their workforce. Section 4 details considerations required in the plan specific to the service. The data analysis carried out to aid the preparation of the action plan used data from the period 1 April 2015 to 31 March 2016. The key challenges identified are:-

- ◆ The age profile data shows that there is evidence of an ageing workforce
- ◆ The overall Property Services function will continue to support the council's commitment to the employment of craft apprenticeships and graduate placements. Craft apprenticeships each year will be recruited over a period of 3 to 5 years. Actions such as linking with schools/universities have been identified.
- ◆ With regards to succession planning there is a range of appropriately qualified and experienced individuals in their field across all levels. However it is proposed that there will be some activity in encouraging current managers across the Service, to take the opportunity to examine their knowledge of our overall business, to ensure that they are better equipped to apply for more senior posts as and when they become available

5. **Workforce Action Plan**

5.1. Section 7 details the action plan for the Resource and sets out what has been achieved and actions for the coming years. The plan will be reviewed in line with the Council's workforce planning cycle.

5.2. Key issues identified that will impact on workload and the workforce of Housing and Technical Resources over the course of this plan are detailed in Section 6 and these include:-

- ◆ continued and increasing support for customers/service users affected by Welfare Reform, including specialist advice
- ◆ increase in engagement with vulnerable service users, with complex needs, including homelessness and mental health
- ◆ increased partnership working and integration with health and social care
- ◆ working in partnership with Social Work Resources to develop and deliver a new model of care for older people
- ◆ continued support of the Primary Schools Modernisation Programme, which is scheduled to complete in 2019
- ◆ education growth and capacity issues across the Primary and Secondary School Estate
- ◆ increase in Early Years and free childcare provision which will in turn impact on property needs
- ◆ continued development and delivery of the new build housing programme
- ◆ delivery of agreed capital programmes for both Housing and General Services

- 5.3. Delivering these priorities in the context of reducing financial budgets leads to the requirement to continually review methods of service delivery in order to improve efficiencies. This will have an effect on the workforce both in terms of numbers as well as their core skills.
- 5.4. The workforce plan for Housing & Technical Resources will be continually reviewed to ensure that resources are available to meet service demands.

6. Employee Implications

- 6.1. To support the delivery of South Lanarkshire Council's values and objectives there is a need for our workforce to be motivated, engaged, knowledgeable and empowered. The production of a South Lanarkshire Council Workforce Plan and associated Resource specific plans, will ensure that there is a match between our available resources (our people) and our service objectives and that policies and programmes are in place to support our employees through the change process.

7. Financial implications

- 7.1. The production of a robust and resilient workforce plan supported by a financial strategy; learning and development framework, people strategy and wellbeing plan demonstrates a clear link between the Council's financial strategy and the workforce plan.

8. Other implications

- 8.1. There are inherent risks to the Council in not ensuring that there are clear links between the financial planning process and the workforce planning process. This plan mitigates this risk.
- 8.2. There are no sustainability issues associated with the report.

9. Equality impact assessment and consultation arrangements

- 9.1. An equality impact assessment is not required as the workforce plan places an emphasis on those undertaking reviews and workforce planning to identify the needs of those both working for and using the service. As such equalities considerations will be accounted for when analysing relevant data and will help inform the decision making process. At this time mitigating actions can be identified to ensure the Council meets its statutory duties.
- 9.2. Trade Union colleagues have been consulted and will be involved in the implementation of the workforce plan.

Daniel Lowe

Executive Director (Housing and Technical Resources)

19 September 2017

Link(s) to Council Objectives/Values

- ◆ Accountable and efficient
- ◆ People focussed
- ◆ Excellent employer
- ◆ Working with and respecting others

Previous References

- ◆ Executive Committee, 8 March 2017

List of Background Papers

- ◆ South Lanarkshire Council Workforce Plan 2017–2020

Contact for Further Information

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

Eileen McPake, HR Business Partner

Ext: 4668 (Tel: 01698 454668)

E-mail: eileen.mcpake@southlanarkshire.gcsx.gov.uk