

Report

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Report to:	Community and Enterprise Resources Committee
Date of Meeting:	3 October 2017
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Community and Enterprise Resources' Workforce Plan 2017 to 2020 - Right People, Right Place, Right Time
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1. Purpose of report

1.1. The purpose of the report is to:-

- ◆ summarise the content of the Community and Enterprise Resources' workforce plan, highlight the key strategic actions for the Resource and note the action plan to progress the plan for 2016 and beyond.

2. Recommendation(s)

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

- (1) that the Community and Enterprise Resources' Workforce Plan 2017 to 2020 be agreed; and
- (2) that the action plan to progress the plan for 2016 and beyond be noted.

3. Background

3.1. The 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 and that Resource specific workforce plans are reported to Resource Committees.

4. Workforce Planning – Community and Enterprise Resources

4.1. Introduction

4.1.1 Community and Enterprise Resources' Workforce Plan is detailed at Appendix 1. The Plan is built around the vision, values, ambitions and objectives of the draft Council Plan, 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 requirements in terms of community engagement. 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 3 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: -

- across the Resource there is an ageing workforce which could lead to gaps of skills and knowledge in specialist areas, particularly in Fleet, Roads and Planning.
- the ability to manage employee reductions through turnover, fixed term employment and SWITCH2 is increasingly challenging.
- reviews from other Resources could impact on employees within Resource.
- to enable effective workforce planning, the establishment information held on HRMS must be maintained, personnel and service areas should work together to ensure this.

4.4.2. An action plan has been developed to ensure that workforce planning activity is co-ordinated and progressed by the appropriate officers on an ongoing basis. This is detailed in section 7.0 of the plan.

5. **Employee Implications**

5.1. 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.

6. **Financial implications**

6.1. 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.

7. Other implications

- 7.1. 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.
- 7.2 There are no sustainability issues associated with the report.

8. Equality impact assessment and consultation arrangements

- 8.1. 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.
- 8.2. Trade Union colleagues have been consulted and will be involved in the implementation of the workforce plan.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

14 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:-

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**Workforce Plan
Community and Enterprise Resources
2017 - 2020**

1.0 Workforce Planning – Community and Enterprise Resources

- 1.1 The Council's workforce planning strategy was agreed at Executive Committee on 13 April 2016. The strategy set out the Council's approach to workforce planning and gave information on the South Lanarkshire Council workforce and population. It set out the main drivers and impacts for the Council over the coming years with regard to service delivery and budgetary challenges which would impact on the workforce of the Council.
- 1.2 Each service within Community and Enterprise Resources were given a range of data about their workforce to inform their thinking. The extended management team worked through the toolkit, using the data, tools and forms to identify the challenges and opportunities ahead. The following report is a summary of these challenges and opportunities with accompanying actions which are detailed at section 7.
- 1.3 It should be noted that the main driver across the council, for all resources and services, is a financial one therefore many of the actions reflect the need to achieve efficiency savings whilst improving service delivery models.
- 1.4 As a result of the range of review ongoing across the council and the uncertainty which is linked to the Scottish and UK's government grant allocation timescales there are some actions which have element to be confirmed. As the plan is reviewed on an annual basis the specific detail required with regard to these actions will be identified, recorded and implemented.

2.0 Strategic Environment

- 2.1 In May 2016 the Chief Executive led a 'Horizon Scanning' exercise attended by Executive Directors and Heads of Service from each Resource within the Council. The purpose of the exercise was to consider the strategic environment in which the Council operates and to identify the main drivers, challenges and opportunities for the council over the next 3-5 year period.
- 2.2 Each Resource highlighted the issues key to their particular service and for Community and Enterprise Resources this was further refined and the drivers and impacts are set out in the PESTLE analysis at appendix 1.

3.0 Efficiency Savings and Service Reviews– 2016 – 2019

- 3.1 Efficiency savings and service reviews have been the main drivers for change across the Resource have undertaken a number of efficiency reviews with additional reviews scheduled to commence towards the end of 2016 and into 2017 as follows:

Roads and Transportation Services is subject to an efficiency review with anticipated completion in 2017. This review will provide an opportunity to consider the current methods of service delivery in each of the Service's sub-areas. It is anticipated that the review will realise a saving of £1 million per annum through a combination of efficiencies, reductions in overtime, alternative working patterns, reduced fleet use and an optimised winter service.

Fleet and Environmental Services: review of Fleet Services commenced during 2016\17. The objective of the review is to assess cross-Resource fleet needs and identify a preferred service delivery model which will reduce costs via efficiencies while continuing to provide reliable fleet to meet operational needs. The savings target for this review is £2m over a three year period.

In recent years Environmental Services has ceased providing non-statutory services to provide efficiency savings. For 2016/17 efficiency savings were identified from reducing statutory services to the minimum level.

Savings of £140k were identified for 2017\18 from areas outwith the efficiency review programme. There were no employee implications from these proposal.

Planning and Economic Development – There is a need to achieve efficiency savings of £1m for 2016/17 – including 5 members of staff across Economic Development and Planning and Building Standards – this reduction/cessation of funding for projects and support for other organisations.

The staff savings have and will be identified via a number of reviews – Regeneration and Employability which commenced in 2015/16 and Planning and Building Standards, which commenced in late 2016. Staff reductions are likely to be achieved via restructuring and resource sharing, especially since the majority of the services staff are now located in Montrose House.

Facilities Waste and Grounds

Facilities management: were one of the first services through the Councils formal review progress in 2013 and identified savings over a three year period (2014/15 to 2017/18) totalling £1.32m, of which £0.184m remains to be implemented in 2017/18. These proposals deleted 31 posts from the structure. A request by CMT to implement a more fundamental review was agreed by CMT in 2015/16 with targeted savings of £4.59m over the period 2016/17 to 2019/20. In 2016/17 the structure further reduced by 27 FTE and will reduce further in the years 2017 through 2020.

Grounds Services: The savings identified had a clear and direct impact on staff numbers although as the Grounds Review started in its original form in 2012 the service had proactively decided to fill all permanent vacant posts on a temporary basis on the understanding that savings would in the future affect staff numbers. This forward thinking action has allowed the service to achieve the 16/ 17 savings with no losses to full time/ part time permanent employees with the savings being achieved from a reduction in our ongoing seasonal intake as well as the previously employed full time temporary employees who were in effect covering vacant posts. The employee reductions through the 16/17 savings package resulted in the loss of 19 FTE and 10 Seasonal posts. No temporary employee who had been in place for more than 2 years was affected by the reduction in numbers.

Waste Services: are currently reviewing its working patterns and hours and will shortly be introducing a number of backshift crews, these crews will be employed Monday to Thursday and work between the hours of 3-00pm and 7-00pm. This will allow them to utilise existing waste vehicles but complete tasks such as special uplifts, green waste uplifts, or if required front line route work that may not have been completed due to unforeseen circumstances. The use of such employees at this time will assist in reducing Waste Services overtime costs. In 2017 a review of Waste Services will commence and is due to complete in September 2017.

4.0 Data Analysis

Roads and Transportation Services: As at March 2016 there are 345.29 FTE within Roads and Transportation, consisting of mainly male, full time employees. Age profile data shows an ageing workforce with 37% age 50 -64 years. This could assist with reductions as an outcome of the service review, however, in the short term, this could cause issues in terms of succession planning and shortage. There are also issues in terms of recruitment within some localities.

Fleet and Environmental Services: As at 31 March 2016 there are 284 employees across the service, 183 males and 101 females. Age profile data shows 38.4% of employees are age 50 – 59 years old which may cause issues in terms of succession planning. Turnover for the service is 6.0%.

Facilities Waste and Grounds Services:

Facilities: As at 31 March 2016 there are 2274 employees within facilities services. There are 174 full time employees and 2100 part time employees. In terms of gender the service employees 1954 females and 320 males. There are 1936 permanent employees and 326 temporary employees. There is Turnover within the service is higher than the Council wide figure – 38.1%. This is typical given the nature of the service and the number fixed term contracts.

Waste: As at 31 March 2016 there are 266 employees within waste services. There are 256 full time employees and 10 part time employees. In terms of gender the service employees 11 females and 255 males. There are 251 permanent employees and 15 temporary employees. There is Turnover within the service is 3.12%.

Grounds: As at 31 March 2016 there are 636 employees within grounds services. There are 620 full time employees and 16 part time employees. In terms of gender the service employees 40 females and 596 males. There are 501 permanent employees and 134 temporary employees. There is Turnover within the service is higher than the Council wide figure – 18%.

Planning and Economic Development: Within Planning and Economic Development as at March 2016 there are 106.74 FTE, consisting of mainly full time employees. In terms of age profile 40.9% of employees within the service are 50 -64 years old. This could assist with reductions as an outcome of the service review, however, in the short term, this could cause issues in terms of succession planning and shortage. Turnover for the service is 2.8%, which is lower compared to the Council wide figure. If turnover remains static it is unlikely this will assist with planned reductions across the service.

5.0 Succession Planning

5.1 The Resource needs to take action to consider the impact of skills loss as a result of an ageing workforce aligned with the need to reduce overall employee numbers and address recruitment challenges.

5.3 The Resource has a sufficient skills mix of qualified, experienced managers to support the challenges ahead in terms of savings proposals and ongoing service reviews.

5.3. The number of service reviews across the Resource presents challenges for managers and they require to be equipped with the skills to manage and implement change.

6.0 Summary of data analysis

6.1 Detail for each service are in specific workforce plans. The key points for workforce data analysis are:

- Across the Resource there is an ageing workforce which could lead to gaps of skills and knowledge in specialist areas, particularly in Fleet, Roads and Planning.
- The ability to manage employee reductions through turnover, fixed term employment and SWITCH2 is increasingly challenging.
- Reviews from other Resources could impact on employees within Resource.
- To enable effective workforce planning the establishment information held on HRMS must be maintained, personnel and service areas should work together to ensure this.

6.3 The following actions arise from the summary of the above data analysis and succession planning considerations. It is anticipated that these actions will be progressed by HR business partner who will co-ordinate the actions and commission the appropriate services from relevant colleagues in personnel and the wider services.

Driver	Action	Responsible Person	Timescale
Ageing Workforce	Identify potential gap areas and create a development plan to maintain knowledge and skills	Heads of Service / HR business partner	ongoing
Other reviews	Information provided at an early stage on other reviews and the impact for Community and Enterprise Resources	Executive Director / HR business partner.	March 2017
Establishment Information	Services and personnel to work together to ensure HR information is maintained	Heads of Service / HR business partner	March 2017
Increased use of mobile technology	Service to identify learning and development requirements to support employees in the use of mobile technology	Heads of Service / HR business partner	ongoing
Recruitment (roads)	Continue to utilise all available recruitment tools and internal resources to address shortages	Heads of Service / HR business partner	March 2017
SWITCH 2	Maximise SWITCH2 opportunities to assist with employee reductions	Heads of Service / HR business partner	ongoing
Succession Planning	Identify potential gaps and plan to develop internal talent	Heads of Service / HR business partner	ongoing
Flexibility (working patterns)	Develop managers skills to implement and manage change	Heads of Service / HR business partner	March 2017

7.0 Action Plan

7.1 The undernoted action plan sets out the actions for 2016 and beyond. The plan will be reviewed on an annual basis in line with the council's workforce planning timetable.

Action	Efficiency Saving	Impact on Employee Numbers	How will this be achieved	Responsible person	Timescale
Year 1 – 2016/17					
Facilities, Waste Grounds Review of staffing Grounds maintenance review Facilities review	£330k	12 FTE (Grade 2) 19 FTE (Grade 1) 10 FTE (Grade 1)	Turnover Vacancies SWITCH2	Head of Service / HR business Partner	Complete March 2017
Roads and Transportation Review of school crossing patrols Reduction in mail delivery Reduction in external accreditation Review of structure	£170k £50k £30k £200K	10 FTE (Grade 1) 1 FTE (Grade 1) 1 FTE (Grade2) 2 FTE (grade 2), 3 FTE (Grade 3)	Turnover Vacancies SWITCH2	Head of Service / HR business Partner	Complete March 2017
Fleet and Environmental Review of trading standards service	£40k	1.1 FTE (Grade 3)	Turnover Vacancies SWITCH2 Flexible working hours	Head of Service / HR business Partner	Complete March 2017
Support Service Review of structure	£100k	4.5 FTE (Grade 1)	Vacancies	Head of Service	Complete March 2017
Planning and Economic Development	£160k	6 FTE (Grade 2/3)	Vacancies Flexible Working	Head of Service	Complete March 2017
Year 2 - 2017/18					
Facilities, Waste and Grounds Facilities Savings Proposals		91 catering employees 40 cleaning employees Varying hours All Grade 1	A planned redeployment programme will be put in place to negate any ongoing budget pressures arising from the volume of employees involved. All catering positions are being offered on a fixed	Head of Service / Operations Manager / HR Business Partner	From April 2017

Waste savings proposals Security arrangements		4 FTE Council Officers, Grade 1 44 Janitors, Grade 1 2 FTE (Grade 1)	term basis. Turnover / SWITCH 2 Fixed Term appointments, turnover, SWITCH2 SWITCH2	Waste Service Manager / HR	
Grounds saving Proposals Realign golf course maintenance Revision of grounds specification	£40k £85k	2 x Grade 2 4 FTE (posts to be confirmed)	SWITCH2	Grounds Services Manager / HR	
Roads and Transportation Staffing structure	£50k	1 FTE	Turnover, SWITCH2		
Reduction in services across specialist functions	£300k	10.5 across Grade 4/3/2			
Street lighting	£1.42m (not all staffing)	11 FTE (electricians, engineering officers)			
School Crossing Patrol	14 FTE Grade 1				
Implement new working arrangements arising from the Roads and Transportation		To be confirmed on completion of review			

Review.					
Fleet and Environmental Operational Efficiencies Implement new working arrangements arising from the Fleet Services Review.	£328k	3 FTE (posts to be confirmed) To be confirmed on completion of review			
Planning and Economic Development Rationalisation of structure	£300k	5 posts (details to follow)			
Year 3 - 2018/19					
Facilities, Waste and Grounds Assess the impact of facilities review Roads and Transportation Assess impact of Roads Investment Plan post 2019 Fleet and Environmental Asses impact of Fleet Service review Planning and Economic Development Asses impact of Planning and Building Standards review	£TBA	TBA	TBA	Head of Service/ Service Manager	March 2019

PESTLE Analysis – Community and Enterprise Resources

Driver	Detail	Impact on Community and Enterprise Resources
Political	<ul style="list-style-type: none"> • Possibility of local government reorganisation (currently too many local authorities?) • Impact of new Scottish Government with new SNP manifesto - could be working in a more politicised environment • Impact of EU referendum this year (uncertainty caused by Brexit) • Impact of local government elections next year • Austerity cuts from Westminster likely to extend until 2021 (how do we improve or retain services in an environment of ongoing cuts and austerities?) • Community Empowerment Act – could mean Community Councils running services and the complexities that this involves 	<ul style="list-style-type: none"> • Reduced/streamlined Management Structure • Change in location / geographical areas • Potential shift in priorities/funding changes. • Reduction in EU training (projects and posts no longer funded) • Uncertainty over regulatory framework • Building new relationships with members. • Priorities service delivery and reduce or withdraw same services • Increased demand and expectations on staff • Possible impact on grant funding availability including City Deal funding. • Greater requirement to consult and engage with community groups. Additional resource demand. • Much of the legislation enforced stems from the EU. Any deregulatory agenda could have an impact of staff have an impact of staff requirements.
Economic	<ul style="list-style-type: none"> • Possibility of cutting more non statutory services • Council is struggling to maintain the current asset base – need to decide whether to reduce the infrastructure or put money in to maintain it (eg roads, parks, town centres etc) • There is economic growth in Scotland, but SLC is still lagging behind – how do we address that? • Planning and Economic Development need to put in the right conditions for growth • Expect continuing work with City Deal and City 	<ul style="list-style-type: none"> • One team approach – stronger links between across the Resource • Maximising contributions to assist in supporting residents in terms of infrastructure • Maximise links with private sector to fund maintenance/improvements • Opportunity for existing staff to update skills • Improve partnership working/collaboration with other sectors • Possibility to fund specialists post specific to City Deal (Management Fee)

	<p>Regions – these groups are able to ensure that benefits are maximised</p>	<ul style="list-style-type: none"> • Secondment to regional structures • Public dissatisfaction, expectation to reduce staffing to match reduced demands. • Staff resources must match the level of demand for services. i.e. increased investment may require additional staff to deliver outcomes. • Ensure appropriate suitably experienced resources are in place to deliver outcomes. • Ongoing requirement for the Council to balance its budget is likely to require significant annual savings over the next 3 to 5 years, which within facility management will have a significant impact on staff. • The Resource provides services to other Resources, and on an annual basis are required to identify redeployment opportunities for staff who are impacted by their savings programme. • Possibility that additional savings will be targeted at this Resource to reduce impact on priority areas i.e. Education / Social Work
<p>Technological</p>	<ul style="list-style-type: none"> • More agile working within the Council • Reduced energy costs to be achieved through routing • Increased use of social media • Customer expectations are an issue (customers want an immediate service now through these alternative channels – used to this via Amazon etc, but local authorities are more complex than that) • Council looking to minimise customer contact via face to face interactions – we are part way down this road – but: <ul style="list-style-type: none"> • we need to make sure everyone can access the alternative routes • we need to control the change process – work on communicating with the public 	<ul style="list-style-type: none"> • Appropriate infrastructure and management style/approach to enable this • Staff training and development in use of technology required • Use social media to reach wider group • More via planning portal • Enable customers to self service • Dedicated to staff with Corporate link • Potential to reduce Council building stock and achieve capital receipts. • Route optimisation could generate fleet savings and possibly staffing savings. • Increased public expectation of a rapid response; social media useful for outgoing messages but less so for incoming. • This is an aspirational level of service which is difficult to

	<ul style="list-style-type: none"> • we need systems talking to each other – so that services can be linked up • we need to invest in the technology to get the desired savings • Overall, need to deliver services using better intelligence, make the Council more service orientated 	<p>maintain given the level of cuts being applied at present.</p> <ul style="list-style-type: none"> • Significant technological challenge as the Resource uses multiple systems, which can throw up errors and other problems when attempting to communicate with each other. A single system such as “Confirm” would be much better. • Only part of the story – more significant savings also achievable by better day to day management/cost control of schemes, by having designated client/contractor roles. i.e. hard split. Keeps focus on quality, cost and accountability. • Greater community involvement can generate risk of inconsistent decisions, and create delay. Risk of raising expectations too high. • Services across the Resource are investigating the use of mobile technology to improve service delivery and productivity
Social	<ul style="list-style-type: none"> • Will continue work on Closing the Gap • Ageing population is a burden on the public purse • Continuing areas of deprivation • Continuing health issues • Educational attainment continues to be a factor ie the link between skills and jobs • There is an increasing expectation that the Council will step in to address the above issues • More single people 	<ul style="list-style-type: none"> • Priorities and resource client groups and communities of places of interest – geographical priorities – Local plans conflict between centralising to save money but required to look and address local issues • Health/education/early intervention • Projects reduced to save money • Service succession planning and skills gap – Needs to be identified and resourced • Joined up team will allow easier monitoring • More people going to university, Council employment less attractive to Graduates. Consider apprentice/trainee schemes with vocational qualifications. • Need to provide support as an enabling authority for community projects/groups. • Support through effective regulation will benefit legitimate businesses and provide sustainable local employment. • Mental health is an issue as it causes problems particularly through hording activity. Aged related hearing loss also

		<p>impacts on noise complaints.</p> <ul style="list-style-type: none"> Facilities management will require to continue to monitor the impact of the social/ economic environment to evaluate the impact on entitlement for free school meals as this will have a direct impact on the services income.
Legal	<ul style="list-style-type: none"> Impact of SNP government's new legislative programme Impact of new legislation on the procurement journey Impact of Community Empowerment Act More claims conscious culture Increasing strain of FOIs 	<ul style="list-style-type: none"> Legislation changes Shared services Managing change – Brexit – Legislation Skills to ensure we meet legislative needs Detracts from core business. Continue to monitor and evaluate the potential impact of changes in legislation and how this will impact on the services workload i.e. extension of free school meals
Environmental	<ul style="list-style-type: none"> Climate Change targets ramp up dramatically over the next few years, we need to be geared up Adaptation - massive implications Increased formal SEA activity – plans, policies, strategies will come under more scrutiny Air Quality zones Vacant and derelict land 	<ul style="list-style-type: none"> Services must ensure it has the skills Consider lower energy surfacing methods i.e. warm lay asphalt, repave, in-situ recycling. Impact of wetter/stormier conditions on deterioration to road surfaces. Impacts on emergency repairs budgets etc Introduce measures to reduce congestion – traffic modelling, optimised signals etc. Seek to sell surplus land, and provide assistance in facilitating development opportunities. Fleet involved in vehicle emissions Currently involved through enforcement work. Assistance to Clyde Gateway will stop when Tech Officer retires. Service will continue to monitor its use of consumables and waste to try to minimise the impact on the environment.