

Report

Report to:	Community and Enterprise Resources Committee
Date of Meeting:	4 October 2022
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Community and Enterprise Resources 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 Community and Enterprise Resources Workforce Plan 2022 to 2025 and 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 Community and Enterprise Resources 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 outlined 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.

3.3. The review of workforce plans has been delayed due to COVID-19 impact and Resources have produced plans covering the period 2022 to 2025.

4. Workforce Planning Toolkit

4.1. The plans were developed using the Workforce Planning toolkit.

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

Stage one - Determine the Business Strategy

This stage is to undertake an analysis of the key internal and external drivers for the Resource and determine how these will inform the services to be delivered and the numbers and skills required in the workforce to achieve the desired outcomes.

Stage two - Analyse and discuss relevant data

This stage is about assessing relevant and available data relating to 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 to identify what the plan is trying to achieve, which will then need to be reviewed against available resources.

Stage 4 – Agree actions and implement plan

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

5. Workforce Plan Overview

- 5.1. The workforce plan, including the action plan, for Community and Enterprise Resources is attached as Appendix 1. The plan provides an overview of the services delivered by the resource, the service demands and a workforce profile. This along with the strategic plans and drivers were used to identify the objectives and action required.
- 5.2. For Community and Enterprise Resources the key themes for workforce planning that have been identified are:-
 - ◆ 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
- 5.3. In terms of actions specified to address the challenges the key activities are:-
 - ◆ 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-focused approach to complex issues
- 5.4. This aligns with the general common themes from all Resource action plans which are:-
 - ◆ increased demand and a reduced workforce pool this is a national issue
 - ◆ demographic challenges – increased turnover, employees retiring earlier than expected and succession planning
 - ◆ employee well being

6. Risk Implications

6.1. The actions identified will assist the Resource 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 adapting 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 authorities could mean a reduced staffing level in some areas.

7. Monitoring the Plan

7.1. The action 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.

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 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 arrangements 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 are outlined in Section 6

11.2. 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.

David Booth

Executive Director (Community and Enterprise Resources)

13 September 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

Previous References

- ◆ Community and Enterprise Resources Committee, 3 October 2017
- ◆ 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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