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| <b>AssessmentNo</b>  | 594   | <b>Owner</b> | lisa.macgregor               |                       |
| <b>Resource</b>  | Transformation  |              | <b>Service/Establishment</b> | People and Technology |
|  | First Name  | Surname      | <b>Job title</b>             |                       |
| <b>Head Officer</b>  | Lisa  | MacGregor    | People &Change Partner       |                       |
|  |   |              |                              |                       |
|  | (include job titles/organisation)   |              |                              |                       |
| <b>Members</b>   | Leeanne Galasso - People &Change Partner Tara Spooner & Catherine Hughes - HR Advisors  |              |                              |                       |
|  |   |              |                              |                       |
|  | <i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>   |              |                              |                       |
| <b>Policy Title</b>  | Workforce Planning Strategy & Framework   |              |                              |                       |
|  | <b>The aim, objective, purpose and intended outcome of policy</b>   |              |                              |                       |
|  | To be able to enable the delivery of strategic objectives by identifying and implementing strategies through workforce planning processes to ensure the Council services have the right: * shape - in terms of composition, structure and purpose; * Skill sets - Capabilities to meet future roles and bridge current gaps; * Number of employees - to achieve goals efficiently and effectively; * Location - Availability of the workforce to meet requirements At the right time and right cost. This Framework and Strategy provides a clear best practice process for workforce planning to support managers in this area. It also provides clarity as to where Workforce planning sits in context of Council wide and service level strategies and priorities. |              |                              |                       |
|  |   |              |                              |                       |
|  | <b>Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.</b>   |              |                              |                       |
|  | People &Change Leads Chief Officers & their Management Teams Joint Trade Unions (GMB, Unison & Unite)   |              |                              |                       |
|  |   |              |                              |                       |
| <b>Does the proposals involve the procurement of any goods or services?</b>  |   |              | <b>Yes</b>                   |                       |
| <b>If yes please confirm that you have contacted our procurement services to discuss your requirements.</b>  |   |              | <b>No</b>                    |                       |
| <b>SCREENING</b>   |   |              |                              |                       |
| <b>You must indicate if there is any relevance to the four areas</b>   |   |              |                              |                       |
| <b>Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)</b>  |   |              | <b>Yes</b>                   |                       |
| <b>Relevance to Human Rights (HR)</b>  |   |              | <b>No</b>                    |                       |
| <b>Relevance to Health Impacts (H)</b>   |   |              | <b>Yes</b>                   |                       |
| <b>Relevance to Social Economic Impacts (SE)</b>   |   |              | <b>Yes</b>                   |                       |
| <b>Who will be affected by this policy?</b>  |   |              |                              |                       |
| This framework and Strategy covers all employees of the Council except Teachers and those on SNCT Terms and Conditions where different workforce planning mechanisms exist.  |   |              |                              |                       |
| <b>Who will be/has been involved in the consultation process?</b>  |   |              |                              |                       |
| With reference to the Workforce Planning Strategy & Framework: GMB, Unison & Unite convenors with offer to meet w/c 5/12/22 or 12/12/22 to discuss; All Chief Officers & Management Teams with again offer to meet/discuss - this has been entered on to management meetings in some cases; HSCP SMT; People &Change Management Team; HR |   |              |                              |                       |

Advisers (Tara Spooner & Catherine Hughes) Requested TU and management representatives to support HR to develop the Toolkit to support this Strategy which will outline the tools & how to effectively workforce plan.

**Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.**

|                      | <b>Needs</b>  | <b>Evidence</b>  | <b>Impact</b>  |
|----------------------|---|--|--|
| <b>Age</b>           | Requirement to effectively workforce plan to attract and retain a workforce of all age groups and add resilience to our Services. Succession plan for potential leavers and develop skills and knowledge of current employees. Consider roles, structures and work styles to encourage employees into and remain in work.   | Highest numbers of employees are in 50 - 64 categories and lowest numbers in age groups 20-29 categories and 65+ (workforce monitoring as at report 31/3/22 and Equalities Monitoring report 2018 - 21. Aging population and Declining population in area (Council Strategic Plan 2022 - 2027) | Effective forecasting and planning in place to ensure workforce availability and appropriate skills to deliver services effectively. Be able to offer roles and work styles which current and potential employees find attractive supporting retention.  |
| <b>Cross Cutting</b> | There will be cross cutting of the protected characteristics as the workforce will be considered within the workforce planning activity of the Council. There is a need to implement effective workforce planning which encompasses a number of linked strategies and aims to ensure the actions put into place meet the needs of the Council but also support the workforce and in turn the local communities effectively. | The intersection of factors affects employment opportunities and experience for example of Black Women in terms of ethnicity and sex   | In implementing workforce planning and associated actions these will directly impact on individuals. These impacts will be positive as a number of strategies and priorities are considered together. However where change processes are identified as part of work force planning actions and outcomes EQIA will be carried out in respect of the workforce it is impacting on. |
| <b>Disability</b>    | The Council has an Equality Outcomes to increase the proportion of  | Equalities monitoring report 2018-21 outlines 2.7% of our  | Supporting disabled people into employment and to remain in  |

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|  | <p>disabled people in the workforce<br/>Ensure relevant supports are in place to attract and retain disabled employees as a key talent pool.</p>   | <p>workforce has declared a disability with 42.9% advising they are not disabled. This leave a proportion who have not disclosed this information. Therefore there is a need to ensure workforce planning processes give consideration to such factors.</p>   | <p>employment with the Council bringing the skills, knowledge and experience services require to meet their priorities. To be an employer of choice.</p>   |
| <p><b>Social &amp; Economic Impact</b></p> | <p>Effective workforce planning will ensure effective service delivery. There is a need to providing stable employment opportunities for our communities with pathways for future development and progression.</p>   | <p>It is know that West Dunbartonshire has areas of deprivation and that the trend seems to be outward migration with residents being 'pulled' mostly to the Glasgow area for employment therefore impacting on the projected decrease in population (West Dunbartonshire in Number 2020)</p>   | <p>As one of the largest and employers in the area there is a responsibility to offer employment which is supportive of our communities whilst ensuring we are attracting key talent in competitive labour markets. Be an employer of choice.</p>  |
| <p><b>Sex</b></p>                          | <p>Requirement to effectively workforce plan to attract and retain a key workforce and add resilience to our Services. Succession planning and opportunities for development are key along with consideration of roles, structures and work styles to encourage all to enter, progress careers and remain in work including activity to remove occupational segregation in line with the Council's Equality Outcomes</p> | <p>71.6% of our workforce being female. The West Dunbartonshire in number report 2020 noting Women face multiple discrimination, including disabled women, women from Black and Ethnic Minority (BME) communities, refugee and asylum seekers, lesbian, bisexual and Trans (LGBT+) women, and older women. In the preCOVID-19 labour market, women were unequal in pay, participation and</p> | <p>Effective forecasting and planning in place to ensure workforce availability and appropriate skills to deliver services effectively. Be able to offer roles and work styles which current and potential employees find attractive supporting retention and progression into different career paths.</p> |

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|                        |   | progression due to drivers including occupational segregation, job valuation, discrimination, and time available to work.  |   |
| <b>Gender Reassign</b> | As with all protected characteristics there is a requirement to support individuals to ensure key talent pools are attracted and retained and needs are considered in any workforce planning actions and outcomes.  | 0.03% of our workforce have disclosed gender re-assignment (Equalities Monitoring Report 2018-21). It remains important for any protected characteristics to be considered and supported effectively.  | The Workforce Planning Framework and Strategy will consider a number of interlinked strategies and the impact on the workforce. This will include trend/analysis of the workforce in each service and EQIA undertaken as required on proposed changes. Striving to be an employer of choice where individuals can be supported in the workplace and any barriers removed. There are no direct impacts expected. |
| <b>Health</b>          | The Workforce Planning Framework and Strategy will consider a number of interlinked strategies including the wellbeing agenda through the People First Strategy. There is a need to include such strategies and actions in the context of workforce planning to ensure employee wellbeing is embedded in the process to improve the supports and health of our workforce whilst | Our sickness absence statistics indicate that most days lost. The top reasons for are Minor Illness, Personal Stress, Acute medical conditions and Musculoskeletal. It is also known that the average life expectancy in West Dunbartonshire is lower than the Scotland average for both males and females (West Dunbartonshire in Numbers 2020) | Through workforce planning actions and strategies relating to wellbeing can be considered and embedded along side other key actions to add resilience.  |

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|   | ensuring resilience around service delivery.  |   |   |
| <b>Human Rights</b>                     |   |   |   |
| <b>Marriage &amp; Civil Partnership</b> | As with all protected characteristics there is a requirement to ensure key talent pools are attracted and retained and needs considered.  | No information reported on marital status/civil partnership.  | The Workforce Planning Framework and Strategy will consider a number of interlinked strategies and the impact on the workforce. This will include trend/analysis of the workforce in each service and EQIA undertaken as required on proposed changes. Striving to be an employer of choice where individuals can be supported in the workplace and any barriers removed. There are no direct impacts expected. |
| <b>Pregnancy &amp; Maternity</b>        | To ensure resilience and the availability of skills and knowledge to cover periods of leave effectively and individuals feel supported to continue in their role or another and return to the workplace following leave therefore retaining key talent. | 71.6% of our workforce is female and with just under 50% of our workforce in the 20-49 age group categories (Workforce Planning Monitoring report March 22) consideration has to be given to effective forecasting, succession planning and work life balance for those with caring responsibilities. This includes males who may wish to take shared parental leave. | To ensure resilience to effectively support key life events, attracting and retaining the employee base through our planning considerations.  |
| <b>Race</b>                             | The Council has committed in its Equality Outcome to  | Equalities monitoring report 2018-21 outlines   | The Workforce Planning Framework and Strategy will  |

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|                                   | <p>increase the proportion of BME staff to better reflect the population of WD. To review workforce analytics in considering workforce planning actions to ensure our workforce reflects that of our communities therefore ensuring key talent pools are accessed in a competitive labour market.</p> | <p>0.34% of the workforce are Black &amp; Ethnic Minority. Whilst there is a proportion of our workforce who has not disclosed their race we know the workforce does not reflect our communities based on information contained in the West Dunbartonshire in Numbers 2020 (1.6% BME in 2011 census) There is therefore a need to ensure through our workforce planning processes consideration is given to building a workforce which reflects our communities where possible.</p> | <p>consider a number of interlinked strategies and the impact on the workforce. This will include the Council's Equality Plan and actions to increase the diversity of the workforce to be embedded in the workforce planning process with positive impacts expected. Striving to be an employer of choice where individuals can be supported in the workplace and any barriers removed.</p> |
| <p><b>Religion and Belief</b></p> | <p>As with all protected characteristics there is a requirement to support to ensure key talent pools are attracted and retained and needs are considered in the analysis on the workforce.</p>   | <p>There is limited data on religion and belief available. As with all protected characteristics there is a need to ensure through our workforce planning processes consideration is given to building a workforce which reflects our communities in the actions and outcomes.</p>  | <p>The Workforce Planning Framework and Strategy will consider a number of interlinked strategies and the impact on the workforce. Striving to be an employer of choice where individuals can be supported in the workplace and any barriers removed. There are no direct impacts expected.</p>  |
| <p><b>Sexual Orientation</b></p>  | <p>As with all protected characteristics there is a requirement to support to ensure key talent pools are attracted and retained and needs are considered in the analysis on the</p>  | <p>There is limited data on the status of our workforce however is important as per any protected characteristics that individuals are supported effectively.</p>   | <p>The Workforce Planning Framework and Strategy will consider a number of interlinked strategies and the impact on the workforce. Striving to be an employer of</p>   |

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|  | workforce. |  | choice where individuals can be supported in the workplace and any barriers removed. There are no direct impacts expected. |
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**Actions**

**Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.**

This Framework and Strategy provides a clear and consistent structure to the process of workforce planning for managers to follow. This will support them in undertaking evidenced based decisions in terms of workforce planning actions. Any change process will be EQIA separately based on the effected workforce.

**Will the impact of the policy be monitored and reported on an ongoing bases?**

The policy will be monitored with Workforce Planning updates provided to Corporate Services Committee on an annual basis. Service workforce plans will be reports end and mid year in line with Service Delivery Plan reporting.

**Q7 What is you recommendation for this policy?**

Introduce

**Please provide a meaningful summary of how you have reached the recommendation**

EIA 594 details how the strategy provides an opportunity to align work with our Equality Outcomes for 21-25, in terms of workforce diversity in the areas of disability and ethnicity, and reducing occupational segregation in terms of sex. As Workforce plans are developed any change to proposed policy, process or procedure will be individually EQIA where relevant.