

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People & Technology****Corporate Services Committee: 1 February 2023**

Subject: Workforce Planning Strategy and Framework 2022 - 2027**1. Purpose**

- 1.1** The purpose of this report is to seek approval of the revised Workforce Planning Strategy and Framework.

2. Recommendations

- 2.1** The Committee is asked to approve the revised Workforce Planning Strategy and Framework (Appendix 1).

3. Background

- 3.1** The Council's Workforce Planning Framework 2017 – 2022 supported the Council's workforce planning activity over this period with 2021/22 workforce planning update being reported to Committee on 2nd November 2022. Included in this report was the Corporate Workforce Action plan 2022/23 consisting of actions undertaken and in progress, where momentum should be sustained and a high level 5 year action plan to develop workforce planning linked to the People First Strategy and the Employee Life Cycle.
- 3.2** As the Council progresses its' 5 year Strategic Plan with Service delivery plans incorporating the Council priorities, the Workforce Planning Framework has been revised to reflect the Council's Strategies for 2022 – 2027 and to support Chief Officers and their management teams to undertake workforce planning effectively. The revised Framework and Strategy is based on existing good practice and best practice guides.
- 3.3** Whilst separate planning processes exist in relation to West Dunbartonshire Health & Social Care Partnership (HSCP), appropriate alignment is in place to ensure that Council employees working within HSCP are included and benefit from all Council Wide initiatives and actions.
- 3.4** The Strategy and Framework is applicable to services with Local Government Employees, Chief Officers and Quasi-Craft workers and applies to those Council-employed within HSCP services as per point 3.3 above. Teachers and those on SNCT conditions have separate workforce planning mechanisms in place.

3.5 A Workforce Planning Guidance Toolkit for Managers, providing the tools and supporting information to undertake effective workforce planning will accompany this Strategy and Framework. It is expected that over the course of the 5-year plan this toolkit will be responsive to need and developed accordingly to provide managers with the tools and knowledge they require to meet their workforce planning challenges.

4. Main Issues

4.1 The review of the Workforce Planning Strategy and Framework (Appendix 1) seeks to place a strategic focus on workforce planning by setting the workforce planning model in context aiming to ensure Council Services have:

- The right **shape** in terms of composition, structure and purpose;
- The right **skill set** in terms of capabilities to meet future goals and bridge current gaps;
- The right **number** of employees to achieve goals efficiently and effectively;
- In the right **location** to ensure the availability of people with capabilities to meet service needs; and
- At the right **time** and within **budget**.

4.2 It is acknowledged that the Council and its' Services are embarking on further challenging times and it is therefore imperative to support services in considering current short term requirements but also longer-term workforce planning strategies in line with Council plans, setting workforce planning priorities which are directly linked.

4.3 In setting workforce planning in context, the Strategy and Framework recognises the current good practice already undertaken outlining our current strengths and successes but also draws on the challenges identified from planning processes and experiences of workforce planning to date.

4.4 With the aim to provide further clarity and simplify the process of workforce planning, the Strategy and Framework provides a revised workforce planning governance framework. This is a 6-staged evidence based model for workforce planning considered best practice by the Chartered Institute of Personnel and Development (CIPD) as follows:

1. Stage 1: Understanding the Organisation & its Environment
2. Stage 2: Analyse the Current & Potential Workforce
3. Stage 3: Determine Future Workforce Needs
4. Stage 4: Identify Workforce Gaps against future needs
5. Stage 5: Actions to address skill shortages, surpluses or skill Mismatches
6. Stage 6: Monitoring and evaluate actions

4.5 The tools and template documents from the current Workforce Planning Framework have been removed and will be reviewed and placed in the Manager's toolkit. These will be revised where appropriate based on

manager/user feedback. The manager's toolkit will be developed around undertaking the 6-stages effectively.

- 4.6 Once approved, the revised strategy and framework replaces the previous iterations in their entirety.

5. Key Drivers

- 5.1 With the various challenges faced by the Council and particularly in relation to budget savings, the requirement to effectively workforce plan in the context of our priorities has never been greater. It is also essential that managers are equipped with the right skills and abilities to take this forward.

- 5.2 Key drivers are featured within the 4 Workforce Planning Priorities to ensure the following:

Priority 1. Our People (Workforce Profile): Ensure resilience and engagement of the workforce;

Priority 2. Recruitment & Retention: Current and predicted future workforce gaps are addressed and core skill sets retained;

Priority 3. Structure & Roles: Service structures and delivery model/s are stable, fit for purpose and future requirements;

Priority 4. Skills & Capabilities: Current and future skills gaps and capabilities are addressed.

- 5.3 In addressing the above, this Framework and Strategy aims to:

- Addressing the gap between current workforce supply and predicted future demand;
- Addressing the gap between current and required workforce capabilities;
- Improving resilience within teams;
- Ensuring clear, effective and stable organisational design;
- Addressing workforce diversity objectives; and
- Improving use of technology and new ways of working.

6.0 Next Steps – Communication Plan

- 6.1 A Manager's Workforce Planning Toolkit is being developed along with supporting templates, examples and documents. Both managers and Trade Unions have been invited to contribute to this.

- 6.2 Communications will follow to Chief Officers and Management teams in relation to the new Strategy and Framework and supporting Toolkit with discussions taking place at management team meetings. The Strategy and Toolkit will also be available on the intranet as well as circulated around services.

- 6.3 The Strategy confirms that People & Change Partners will be supporting the workforce planning activity of services during the service delivery planning

processes however general workforce planning training and support sessions will be developed based on feedback of the toolkit to meet manager's needs.

7.0. People Implications

7.1 With the workforce being an imperative asset for the Council, the introduction of this Strategy & Framework will support our services to create a workforce which supports the achievement of the Council's priorities and in turn the needs of Services users and our communities. The Strategy and Framework will ensure considerations are given to the key themes of the People First Strategy whilst considering the current and future needs of our workforce in relation to:

- Supporting & Building Workforce Skills
- Digitalisation
- Employee Wellbeing
- Workforce Planning
- Employee Engagement

7.2 Resilience and equalities should feature in all workforce planning considerations and therefore the Strategy and Framework will also have key linkages to the Equality Action plan with the objective to build a workforce which reflects our communities, support our current workforce effectively and ensure we are an employer of choice.

8. Financial and Procurement Implications

8.1 Whilst there are no direct financial implications in implementing this Strategy and Framework it is expected that this will support Council services to effectively structure and develop the workforce accordingly within the current budget position and ensure workforce planning decisions are evidence based.

9.0. Risk Analysis

9.1 Implementation of the revised Strategy and Framework will support services to analyse their workforce needs in line with their service delivery priorities and develop plans to mitigate against current and future workforce risks ensuring resilience to service delivery.

10.0 Equalities Impact Assessment (EIA)

10.1 An EIA was conducted and approved on 20th December 2022 and is available as Appendix 2.

11.0 Consultation

11.1 The Workforce Planning Strategy and Framework was informed by feedback from Human Resources, People & Change Leads and was circulated for consultation with Chief Officers and their management teams and Trade

Unions. Feedback received was considered and incorporated where appropriate.

- 11.2** Trade Unions and Service Managers have been asked to be involved in the future development and consultation around the Managers Workforce Planning Toolkit alongside Human Resources.
- 11.3** Whilst this is a revised Policy, the changes are substantial in its re-write. A summary of the key changes have been outlined at the beginning of the Strategy and Framework in the summary of technical changes section.
- 11.4** Unison, Unite and GMB have noted their agreement to the Workforce Planning Strategy and Framework.

12.0 Strategic Assessment

- 12.1** This report directly supports the Council's Strategy Plan, Service Delivery plans and People First Strategy ensuring this workforce planning is undertaken and aligned to the priorities and ethos within these strategies.

Victoria Rogers

Chief Officer - People & Technology

Date: 6th January 2023

Person to Contact:	Lisa MacGregor, People and Change Partner 16 Church Street, Dumbarton Tel: 07949800801 Email: Lisa.MacGregor@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Workforce Planning Framework & Strategy 2022 – 2027 Appendix 2 – Equality Impact Assessment
Background Papers:	None
Wards Affected:	None