

WEST DUNBARTONSHIRE COUNCIL

Report by the Director of Corporate Services

Corporate & Efficient Governance Committee - 26 May 2010

Subject: Council Workforce Plan

1. Purpose

- 1.1** The purpose of this report is to update the Committee on the development of the Council Workforce Plan and associated Manager's Guidance and to seek feedback on the draft Council Workforce Plan. This is the first Council Workforce plan and covers the period 1 April 2010 to 31 March 2011.

2. Background

- 2.1** In December 2005 a COSLA report found that few local authorities had a workforce strategy in place and those that did had mainly implemented them as a result of either a crisis or regulatory intervention. COSLA recognised the benefits to Councils as: having a more skilled and motivated workforce; better placed to take a holistic approach to workforce planning; able to prepare for and handle changes at all levels.
- 2.2** In February 2007 the Audit of Best Value and Community Planning recommended that the Council "*develop and implement medium to longer term strategies to ensure effective management of resources including financial planning and workforce planning*" and that these arrangements should "*also be integrated with the service planning process*". It was noted in the Commission's report that the Council has a significant amount of work to do in this area.
- 2.3** The Audit Scotland progress report published in January 2008 recorded limited progress in developing a workforce strategy and since this time the Council has invested in developing in-house workforce planning capability with external consultancy support which has been funded through Best Value Improvement Plan funding.
- 2.4** Workforce planning is about ensuring that an organisation has "*the right people with the right skills in the right place at the right time*". This is crucial for both the efficient and effective service delivery to ensure the Council has a balanced and well-trained workforce and that services have plans in place to address any issues relating to employees. It is particularly critical at this time as public sector organisations resize and reshape to deal with changes in funding and continue to deliver service improvements.
- 2.5** The introduction of the National Recruitment Portal in 2008 was seen as a key tool in enabling workforce planning across all local authorities in Scotland.

- 2.6** Another crucial tool, which West Dunbartonshire Council was lacking until November 2009, was a Workforce Management system. This tool is essential in the workforce planning process to collate and analyse workforce management information and metrics. The implementation of the Workforce Management system has provided a vehicle for the compilation of management information and metrics required to underpin the workforce planning process.
- 2.7** A successful pilot was carried out in Social Work & Health prior to workforce planning being implemented across the Council, and workforce planning guidance for managers has now been developed for use by all departments within the Council.
- 2.8** Departmental Workforce Plans have been created by project teams based on the workforce information that was gathered and the plans were reviewed for consistency and to identify council-wide issues in order to develop an overarching Council Workforce Plan. Departmental Plans will be presented to the appropriate Departmental Committee for information.

3. Main Issues

- 3.1** The attached plan is the first overarching plan produced for the whole Council. As this is the first time workforce planning has been carried out in the authority the process concentrated on establishing the methodology and to introduce an understanding of workforce planning within departments. Further work will be carried out in the coming financial year to strengthen, refine and improve the process. Work will also take place to develop the workforce plans to ensure alignment of the process to current planning and budget setting cycles. This is critical to ensure there is a golden thread linking planning activity and that service plans are underpinned by a robust assessment and analysis of current and future workforce requirements.
- 3.2** The overarching Council Workforce Plan builds on and reflects informal workforce planning measures critical to help meet the key challenges that the Council will face over the next financial year.
- 3.3** The key workforce issues which have been highlighted in the plan are:-

Department	Priority for resources and/or skills
Chief Executive	Chief Executive's Department is undertaking a restructure which will have a significant impact upon the future size and shape of the department and this has been identified as the key priority related to its manpower resources. The focus for the coming financial year will be to implement the new structure and to support staff in this process through knowledge and skills development.
Corporate Services	All three service areas within Corporate Services; Human Resources and Organisational Development, Finance and ICT and Legal, Administrative and Regulatory

	<p>Services, are undertaking restructuring exercises in the forthcoming year 2010/2011. This will have a significant impact upon the shape and size of the workforce within Corporate Services. The key workforce priority is to ensure that the future workforce will deliver the required cost efficiencies whilst reflecting the changing requirements of a leaner, more efficient organisation.</p>
Education	<p>Educational Services Department has been tasked with generating £500,000 savings in 2010 / 2011 from the recommendations contained within the recent external consultant report which covers all services (excluding school staffing). The priorities for the department at present are the various restructures in Early Education and Childcare Services, Early Intervention and Network Support, Quality Improvement Service and Community Learning and Development.</p> <p>With regard to school support staff a review is underway to revise the Scheme of Delegation and to identify any associated workforce implications.</p> <p>The department is also committed to the Scottish Government Class size reduction targets, and has set a target of achieving class sizes of 18 or less for 20% of the P1-3 children in West Dunbartonshire schools within 2010/2011. This will require to be reflected in workforce planning activity.</p>
Housing, Environmental and Economic Development	<p>There are a number of significant priority/issues within HEEDs which will impact on workforce resources and result in significant change over the forthcoming year.</p> <p>Whilst a number of key areas have been identified within the workforce plan, the 2 main priorities for the forthcoming year are the HEEDs restructuring, which will be undertaken on a phased basis. The first phase will impact on employees at managerial level and will lead to a reduction in managerial posts. A further priority is the proposed review and rationalisation of estates and the potential impact on the workforce profile.</p> <p>The key priority is to ensure that the workforce structure within HEEDs accurately reflects service needs to ensure effective and efficient service delivery.</p>
Social Work and Health	<p>There are a number of priorities/issues within Social Work and Health which will impact on workforce resources and result in significant change over the forthcoming year. The biggest change will be the full integration of the Council's Social Work and Health department with the</p>

	<p>NHS to form a West Dunbartonshire Community Health and Care Partnership (CHCP). Following the appointment of a new Director, the department will be restructured and move to full integration of the 2 organisations with the creation of the CHCP. Another priority related to structures is the review of administrative support for front line staff.</p> <p>Other priorities include the registration of the Social Care Workforce driven by the need to comply with Scottish Social Services Council regulations, a review of the role of the Social Worker and a review of requirements and development of recommendations for the structure of care support.</p>
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Management/Monitoring of Workforce Plans

- 3.4** It is important that actions set out in the workforce plan are monitored and managed therefore workforce planning has been recognised as an essential function in the future model of HR delivery. The Workforce Planning and Resourcing team within the new structure will be responsible for strengthening the process within the Council and creating and leading a departmental Workforce Planning meeting on a monthly basis.
- 3.5** The workforce plans are evolving documents which will develop as needs require, however they will be formally reviewed on an annual basis with a quarterly review built into the process. Progress will be reported to the Corporate Management Team as required.

Associated Policies/Procedures/Protocols

- 3.6** In order to effectively introduce the workforce planning process into the Council it will be necessary to ensure that processes are developed to manage a fair, consistent and legal approach to any downsizing within the Council. To support this aim a Restructuring and Redeployment Protocol has been developed to sit alongside the Organisational Change Policy and both documents provides a framework for managers in dealing with the process.

4. People Implications

- 4.1** Workforce Planning will become an integral part of the Managers role and ensure that the Council has the right people with the rights skills are in the right places at the right time. The people implications associated with changes in services will be outlined in individual departmental plans and committee reports.

5. Financial Implications

- 5.1** The introduction of Workforce Planning to the Council will support the Council's strategic and operational planning process and will enable better analysis and projection of workforce costs.

6. Risk Analysis

- 6.1** The development of a Council Workforce Plan is currently a key action within the Best Value Improvement Plan and is a critical area in which to demonstrate effective governance. It is recognised that without a Workforce Plan there is limited control over the future skills mix of the workforce and as such a risk to the Council its obligation to sustain service levels and improved outcomes.

7. Equalities Impact

- 7.1** An Equalities Impact Assessment will be undertaken on the departmental Workforce Plans to ensure there is no evidence of disproportionate application of the planning activities to any equalities group.

8. Conclusions and Recommendations

- 8.1** Workforce planning has now been introduced into the Council and departmental and a Council wide Workforce Plan will be produced on an annual basis. This will help the Council work towards ensuring that the right people with the right skills are in the right places at the right time.
- 8.2** It is recommended that Committee:
- Note the progress on implementation of the Workforce Planning model and guidance
 - Provide feedback on the draft Council Workforce Plan
 - Recognise that Workforce Plans will be intrinsic in Business Planning processes to ensure it is a mainstream activity in the future.
 - Note that progress on the implementation of the Council Workforce Plan will be reported to the Corporate Management Team on a twice yearly basis.

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Appendices: Appendix 1 – Model Workforce Plan and Guidance
Appendix 2 - Draft Council Workforce Plan

Background Papers: Audit of Best Value Audit
The Audit of Best Value and Community planning
Progress Report

Wards Affected: n/a