

South Ayrshire Council

**Report by Assistant Director - People
to Service and Performance Panel
of 20 September 2022**

Subject: Corporate Workforce Plan Annual Update

1. Purpose

1.1 The purpose of this report is to provide an update of the Council 2018-2022 Workforce Plan.

2. Recommendation

2.1 It is recommended that the Panel agrees the proposals detailing the development of the Council 2022-25 Workforce Plan, which will be submitted to the Panel in October 2022.

3. Background

3.1 Based on a recommendation from Audit Scotland, in 2018 the Council devised a corporate workforce plan for the duration [2018-22](#).

3.2 A key action was to provide an annual update, with the most recent submitted to the Panel in [April 2021](#).

3.3 A Council People Strategy and related action plan was developed in [2020](#).

3.4 In [2019](#), the Health and Social Care Partnership developed its own corporate workforce plan, and the Scottish Government now requires all Partnerships to submit future workforce plans for Government review and feedback. A draft Partnership 2022-25 Workforce Plan, developed by Organisational Development, was submitted to the Scottish Government on 31 July. Once feedback has been received, the plan will be submitted to the Integrated Joint Board for final approval in October 2022.

3.5 The Audit Scotland Best Value Audit in October 2021 recommended that *'the Council should improve and embed workforce planning, so that service workforce plans are developed consistently across the council. The plans should include clear links to the council's priorities and to its strategic change programme.'*

3.6 A strategic workforce planning group, led by the Chief Executive, met in January 2022 and provided confirmation in May that Organisational Development, in conjunction with key services, will oversee the development of Council 2022-25 Workforce Plan.

- 3.7 An implementation group is now progressing the development of the Council 2022-25 Workforce Plan, consisting of Organisational Development, Human Resources, Thriving Communities, and Policy, Performance and Community Planning.
- 3.8 The Strategic Change Programme incorporates Council service reviews, providing a consistent framework and approach to delivery that focusses on ensuring services are fit for purpose and resourced effectively
- 3.9 Discussions with the [Improvement Service](#) have identified workforce planning training (delivered by the Local Government Association) specifically targeted at Council Leadership Team and Service Lead level.
- 3.10 Over 90% of Council Services returned workforce planning templates during 2022, which will inform the Council 2022-25 Workforce Plan.

4. Proposals

- 4.1 The Council 2022-25 Workforce Plan will be submitted to the Service and Improvement Panel in October, and will detail a range of workforce data, risks, opportunities, themes, and actions.
- 4.2 The Partnership has taken the approach that the themes and action plan contained within their 2022-25 workforce plan effectively becomes the Partnership's People Strategy. In a similar vein, it is proposed that the Council 2022-25 Workforce Plan supersedes and replaces the Council's People Strategy.
- 4.3 Key themes within the Council 2022-25 Workforce Plan will include:
- Progression towards evidence-based workforce planning.
 - Development of employee 'pipeline' to meet future demand.
 - Future training and development requirements.
 - Supporting employee well-being.
- 4.4 The Council will utilise support from the Improvement Service as a 'critical friend' in its development and progression of effective workforce planning.
- 4.5 CLT and Service Leads will undertake the proposed Local Government Association workforce planning awareness training.
- 4.6 Workforce planning will become embedded within the Service Planning process.
- 4.7 The 2022-25 Council Plan will highlight corporate workforce requirements, but in some areas the focus will be on the People (non-Education), Place and Chief Executive Directorates. This is because Education (via its annual staffing exercise) and the Partnership (via its distinct workforce plan) already undertake reported workforce planning activities.

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report.
- 5.2 There are no procurement implications arising from this report.

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 There are no risks associated with rejecting the recommendations.

9. Equalities

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Commitment 1 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and the contents of this report reflect any feedback provided.

Background Papers **Report to Service and Performance Panel of 17 August 2021 – [Corporate Workforce Plan Annual Update](#)**

Person to Contact **Gillian Farrell, Service Lead – Organisational Development**

and Customer Services
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292
Email gillian.farrell@south-ayrshire.gov.uk

**James Andrew, Co-ordinator Organisational Development,
Change and Improvement**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 559371
Email james.andrew@south-ayrshire.gov.uk

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