

**South Ayrshire Council**

**Report by Assistant Director - People  
to Service and Performance Panel  
of 25 October 2022**

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**Subject: 2022-25 Council Workforce Plan**

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**1. Purpose**

- 1.1 The purpose of this report is to present a range of workforce data and related information, and propose a range of actions that will be taken forward to help ensure workforce planning is embedded corporately.

**2. Recommendation**

**2.1 It is recommended that the Panel:**

- 2.1.1 considers the Workforce Plan and associated Action Plan;**
- 2.1.2 remits the Workforce Plan and associated Action Plan to Cabinet on 29 November 2022 for approval; and**
- 2.1.3 requests a further report to a future meeting of the Panel providing an update on the Workforce Plan and Action Plan during the period 1 November 2022 to 31 October 2023.**

**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, with regular updates provided to Panel during this period. It is now recognised practice that Councils develop strategic workforce plans that align to their business strategy, and which typically have a 3-5 year forecast horizon. Operational workforce planning has a shorter forecast horizon, typically 3-12 months.

3.2 Key related activities and events include the following:

- (i) 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. (The Partnership 2022-25 workforce plan was submitted in July 2022 with feedback anticipated in October 2022.)
- (ii) The 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.'*

- (iii) A strategic workforce planning group led by the Chief Executive was established in January 2022. The development of the workforce plan has been undertaken by an implementation group consisting of Organisational Development, Human Resources, Thriving Communities, Policy, Performance and Community Planning, and the Strategic Change Programme Office.
- (iv) Discussions with the Improvement Service have identified workforce planning training (delivered by the Local Government Association) specifically targeted at Corporate Leadership and Service Leads, and which commences October 2022.
- (v) Over 90% of Council Services returned workforce planning templates during 2022, which inform the workforce plan and are referenced in Appendix 1 of the workforce plan.

#### **4. Proposals**

4.1 Section 9 of the workforce plan contains an Action Plan which sets out a broad range of activities that will progress during the next 3 years.

4.2 The activities fall within the following themes:

- (i) Embedding workforce planning within corporate service planning and strategic change, and development of further tools and training that will support managers.
- (ii) Enhancing workforce data for managers which will also inform annual updates of the workforce plan.
- (iii) Helping managers identify and address key 'gaps' by developing a digital skills framework, improving the current succession planning toolkit, and developing a leadership development programme.
- (iv) Consideration and progression of future 'pipeline' of employees, enhancing recruitment and retention, and career pathways.
- (v) Maximising employee communication and feedback.
- (vi) Developing approaches that take cognisance of the demographic of the workforce and that support employees wellbeing, attendance, and return to work.

#### **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 No immediate implications applicable as the workforce plan is a strategic document. However, where any activity within the Action Plan requires further consideration from a financial perspective, this will be brought back to Panel and via existing governance mechanisms related to staffing and establishment changes. Examples of potential implications may include centralising elements of training budgets;

however, it is only as the activities develop and are explored further will implications be known.

## **7. Human Resources Implications**

7.1 Not applicable, however the delivery of the workforce plan is based upon Lead and Support services identified as owners in the Action Plan having sufficient resource to undertake their specific actions.

## **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 The risks associated with rejecting the recommendations are:

- (i) Failure to meet the recommendations related to workforce planning contained with the 2021 Best Value report.
- (ii) Failure to meet the actions contained within the Health and Social Care workforce plan approved by the Scottish Government and the Integrated Joint Board.

## **9. Equalities**

9.1 An Equalities Impact Assessment (EQIA), (including the Fairer Scotland Duty in respect of any Strategic decision), has been carried out on the proposals contained in this report, which identifies potential positive and negative equality impacts and any required mitigating actions. The EQIA is attached as Appendix 2.

## **10. Sustainable Development Implications**

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - The Scottish Government Gateway has been contacted regarding this plan, policy, programme or strategy, and it has been determined that an SEA will not be pursued.

## **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: Effective 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.
- 13.3 Consultation has taken place with Trade Unions and the contents of this report reflect any feedback provided.

**Background Papers**     [Council Workforce Plan 2018-2022](#)

[Annual Update 2019](#)

Report to Service and Performance Panel of 17 November 2020 - [Succession Planning](#)

[Council People Strategy](#)

[Annual Update 2021](#)

Report to Service and Performance Panel of 20 September 2022 – [Corporate Workforce Plan Annual Update](#)

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