

Somerset County Council

HR Policy Committee

Workforce Planning Policy

Cabinet Member: Cllr Mandy Chilcott, Deputy Leader and Cabinet Member for Resources

Lead Officer: Chris Squire, HR&OD Director

Author: Heather O'Dwyer

Contact Details: 01823 356163

<i>Please complete sign off boxes below prior to submission to Democratic Services</i>			
Report Sign off	Seen by:	Name	Date
	Legal	Honor Clarke	03.09.2020
	Corporate Finance	Jason Vaughan	
	Human Resources	Chris Squire	03.09.2020
	Cabinet Member	Mandy Chilcott	11.09.2020
	Monitoring Officer	Scott Wooldridge	03.09.2020
Summary:	The report sets out a proposed new Workforce Planning Policy, to outline the principles of workforce planning and signpost managers and employees to useful policies, procedures and toolkits to support managers in undertaking effective workforce planning and provide transparency for employees on how workforce planning is undertaken by the Council.		
Recommendations:	The HR Policy Committee is asked to: 1. Accept the new policy in its entirety		
Reasons for Recommendations:	To provide clarity and guidance to managers on effective workforce planning, enabling them to plan for current and future workforce requirements using a consistent approach and providing transparency for employees on how the Council undertakes workforce planning. This policy will also complement and support the implementation of a new Succession Planning Toolkit and accompanying Managers guidance which is being introduced to support managers with succession planning.		
Links to Priorities and Impact on Service Plans:	The policy is derived from the People Strategy and Young Peoples Strategy and therefore links to the overarching County Vision and our desire to be "Ambitious, Confident and Improving". This new policy contributes to the vision by taking positive action to support managers in effective workforce planning by;		

	<ul style="list-style-type: none">• reducing labour costs in favour of workforce deployment and flexibility,• identifying and responding to changing customer needs,• identifying relevant strategies for focussed people development,• targeting inefficiencies,• improving employee retention,• improving productivity and quality outputs,• improving employees' work-life balance,• making recommendations to deliver strategic value through talent.
Financial, Legal and HR Implications:	<p>The policy is designed to be a tool to guide managers in the process of effective workforce planning therefore supporting the reduction in labour costs through planning and preparation for current and future workforce needs, avoiding, where possible, potentially costly casual or relief staff.</p> <p>The policy may also support the engagement and motivation of employees through highlighting opportunities for learning and development, therefore leading to potential increased morale and productivity.</p>
Equalities Implications:	<p>The Council's duty under Section 149 of the Equality Act 2010 is to have "due regard" to the matters set out in relation to equalities when considering and making decisions. Equality Impact Assessments are completed for any new policy or where amendments are made to existing policies. As this is a signposting policy there are no direct equality impacts associated with this new policy. Each individual policy referred to within this overarching signposting policy will have had an individual Equality Impact Assessment already completed.</p>
Risk Assessment:	<p>There are risks to the Council in not having statutory or key positions filled or essential duties covered through a flexible and knowledgeable workforce. The Council has many statutory roles and requirements to fulfil. Through effective workforce planning, these can be met avoiding unnecessary risk and cost to the Council.</p>
Scrutiny comments / recommendation (if any):	

1. Background

- 1.1.** The Council does not currently have a Workforce Planning Policy. Instead it has a range of policies on individual aspects of workforce planning. This policy therefore is intended to be an overarching policy drawing together all the

different strands of workforce planning, making it easier for managers to navigate current policies, guidance and toolkits and undertake all aspects of workforce planning effectively. This policy also provides clear guidance on how the Council intends workforce planning to be undertaken, therefore supporting consistency in application and providing transparency and clarity to employees.

- 1.2. Effective workforce planning will be of particular help to those business areas of the Council where roles are predominantly difficult to fill i.e. Social Workers.

2. Options Considered

- 2.1. To create an overarching Workforce Planning Policy to support managers in undertaking effective workforce planning.
- 2.2. To leave the current Policies as they are and not create an overarching policy.

3. Consultations undertaken

- 3.1. The proposed policy was shared at the Green Book Union meeting on Wednesday 15th July 2020, the Unions present, UNISON and Unite were supportive of the policy. GMB was not present. The draft policy was shared with all Unions (UNISON, Unite and GMB) in advance of the meeting and no comments were received.

4. Implications

- 4.1. The recommendations are intended to support the corporate aims of the Council through a policy that will give guidance to managers to undertake workforce planning effectively and provide clarity to employees on how this will be achieved. It is not foreseen that there will be any other implications related to the implementation of this policy.

5. Background papers

- 5.1 Appendix 1: a draft copy of the new Workforce Planning Policy.

Note: For sight of individual background papers please contact the report author.