HIGHLAND COUNCIL

Committee:	**Redesign Board**
Date:	23 March 2021
Report Title:	**Workforce Planning & Development – Progress Update**
Report By:	Executive Chief Officer Resources & Finance

1.	**Purpose/Executive Summary**
1.1	The Redesign Board of 01 February 2021 were presented with the list of actions identified in completing the work of the Workforce Planning & Development Project. The Board asked that a RAG system be applied to the action plan to provide a clear indication of project status/risks for ongoing tracking of progress to be reported through the Corporate Resources Committee.
1.2	As per the action agreed at 01 February 2021 Redesign Board, this report presents the action plan to Members with target dates and ability to reflect RAG status.
1.3	The report also informs members of a post project "Lessons Learned" review that will be completed, taking the knowledge and experience from the Project to contribute to organisational learning (e.g. the approach to the engagement and inclusion of managers).
2.	**Recommendations**
2.1	Members are asked to note the presentation of the Workforce Planning and Development Action Plan.
3.	**Implications**
3.1	**Resource** A failure to manage workforce planning and change puts at risk the Council's capacity to make most effective use of resources.
3.2	**Legal** Care is required that large scale and complex workforce change is managed in line with current employment legislation and Highland Council policy.

3.3	**Community (Equality, Poverty and Rural)** An updated Equality Impact Assessment has been undertaken.
3.4	**Climate Change / Carbon Clever** There are no Climate Change / Carbon Clever implications identified.
3.5	**Risk** Having a sustainable workforce is included as a risk in the Corporate Risk Register. There are also resource challenges associated with delivering against the Project Plan whilst simultaneously addressing the resilience impacts associated with an ongoing pandemic.
3.6	**Gaelic** There are no Gaelic implications identified.
4.	**Action Plan**
4.1	The Workforce Planning and Development Project has been progressed to deliver against the following objectives, achieving the target date set of end March 2021 to complete the in scope work: 1. **Review the Council's Workforce Planning Strategy** 2. **Identification of Workforce Data Required** 3. **Identification of Management Tools**
4.2	The action plan presented at **Appendix 1** of this report is the mechanism and focus for delivering the identified changes and improvements and will be the baseline against which to monitor progress, to be reported to the Corporate Resources Committee.
4.3	In accordance with the action identified at 01 February 2021 Redesign Board, the plan includes target dates and the RAG status of actions. The workforce Data Project is currently at red as there have been technical complexities with the system resulting in labour intensive work arounds impacting on achieving deadlines.
4.4	Progressing the Workforce Planning & Development project has been undertaken in line with a programme managed approach such as that applied across the Recovery Action Plan. In progressing the work set out in the action plan, links and interdependencies will be made with related projects included in the Recovery, Improvement and Transformation Programme such as Asset Rationalisation & New Ways of Working and Service Redesign.
5.	**Lessons Learned Review**
5.1	At the closure of a project, it is good practice to undertake a Lessons Learned Review of how the project was conducted, taking the knowledge and experience from this to contribute to organisational learning.
5.2	In reviewing the Workforce Planning & Development project, this presents the opportunity to account for where we can improve, and to build on the positives from the way the project has been conducted, including the value in engaging with Managers across the Council to ensure an inclusive and informed approach, with

	subsequent outcomes reflecting what managers require to effectively manage the workforce.
5.3	The project has been taken forward by a Project Team with membership drawn from across Council services. Councillor Caddick and Councillor Bremner, Vice Chairs of the Redesign Board, and John Gibson (UNISON) were the Redesign Board representatives on the Project Team. This report notes the work and commitment of all those involved, including all the managers who participated in the survey and follow up workshops. Project participants will be invited to provide input to the Lessons Learned Review.
5.4	The Review outputs will be fed into the Transformation Service (Programme Management Office), building a knowledge base for conducting transformation, business change, and performance improvements projects.
	Designation: Executive Chief Officer: Resources and Finance Date: 12 March 2021 Author: Liz Denovan, Elaine Barrie, David Goldie, Matt Bailey Background Papers:

Appendix 1 – Listing of recommended actions from across all workforce planning and development workstreams

FEEDBACK	ACTION	ASSIGNED TO	BRAG (enter B, R, A or G)	TARGET DATE
WORKFORCE PLANNING				**31/12/21**
Realise full potential of collaborative workforce planning/working with partners	Consider wider workforce planning across partners - will follow agreement of Service Plans at May 21 Committees	ELT	G	31/12/21
Clarity on priorities and budgets to enable future planning and balance resources	Provision of priorities and budgets to support future planning. Align workforce plans with financial plans- will follow agreement of Service Plans at May 21 Committees	ELT	G	30/09/21
Identification of future workforce needs and filling of gaps	Identify additional manager support needed in order to action WFP - engage with line managers on supporting the roll out (awareness sessions, developing digital support)	HR Business Partners	G	31/12/21
Review the "exit" process to obtain feedback from employees leaving the organisation	Review to ensure we have a process that obtains feedback and identifies on trends and issues in relation to staff turnover.	HR Manager	G	30/09/21
Provide clear understanding of workforce planning and manager roles & responsibilities	Develop existing toolkit to include role/responsibilities, create tailored guidance and communicate to managers	HR Business Partners	G	31/08/21

FEEDBACK	ACTION	ASSIGNED TO	BRAG (enter B, R, A or G)	TARGET DATE
Create manager capacity for strategic and operational workforce planning and management	Create time/balance for strategic and operational aspects	ELT	G	31/08/21
Review all job descriptions	Review and amend job descriptions - skills, competencies, flexibility - provide template and worked examples to Services to use when recruiting and hold all in central repository	Talent Management/Business Partners	G	31/12/21
Develop more structured succession planning - including aspiring managers and growing our own and with partners?	Identify and implement succession plans across the Council and possibly with partners	HR Manager/Talent Management	G	31/12/21
TECHNOLOGY				**31/10/21**
Ensure all staff have the right ICT/technology to enable them to perform roles effectively	Review technology needs for each post and roll-out to where appropriate - this work will tie in with the Asset Rationalisation & New Ways of Working Project (Transformation Programme)	ICT	G	31/10/21
ICT systems - ensure we have the right systems in place and used efficiently and effectively	Review existing systems - maximising usage effectively, how used, future needs - this work will tie in with the Asset Rationalisation & New Ways of Working Project (Transformation Programme)	ICT	G	31/10/21
HR SYSTEM/DATA				**31/03/23**

FEEDBACK	ACTION	ASSIGNED TO	BRAG (enter B, R, A or G)	TARGET DATE
Business requirement for new HR System	Primary focus should be given to developing the statement of requirements to set out what functionality and outputs the new system will need to deliver	Head of HR/Head of Finance	G	31/05/21
Procure and implement a new HR/Payroll System	Procure and implement a new HR/Payroll System	Workforce Data Project	A	31/03/23
Establish a HR/Workforce System Team	Existing secondment posts due to expire Mid-March 2021. Establish systems teams and roles and responsibilities	Head of HR/Head of Finance	R	31/03/21
Provide a centralised workforce system/data and reports – real-time data availability	Provide a centralised workforce system/data and reports - real-time data availability	Workforce Data Project	R	30/09/21
Provide various data needs - see Appendix 2	Provide data needs - real-time and through self-service where possible	Workforce Data Project	R	30/09/21
Improve real time data accuracy in processing HR Portal SharePoint forms	Review and communicate new forms and governance process - user guides/video	Workforce Data Project	R	30/09/21
Establishment changes made without correct process followed	Review and communicate new forms and governance process - user guides/video	Workforce Data Project	R	30/09/21
SKILLS				**30/04/22**
Improve and increase multi-skilling of workforce	Create an agile and flexible workforce with wider and transferable skills	Learning & Development	G	30/04/22
Review, refine and simplify the ERD process	Review, refine and simplify the ERD process	Learning & Development	G	30/09/21

FEEDBACK	ACTION	ASSIGNED TO	BRAG (enter B, R, A or G)	TARGET DATE
Identification of skills/ competencies/ qualification needed	Identify and create a skills/competence database for use across the Council (and partners?)	Learning & Development	G	30/09/21
ROLES				**31/12/21**
Review HR Service vs manager self-service roles and responsibilities - determine what is needed, clarify and communicate	Review HR Service and manager roles & responsibilities and communicate	HR Manager	G	31/12/21
Improve managerial capacity to make decisions in relation to workforce planning	Review manager delegations, roles & responsibilities	ELT	G	30/09/21
RECRUITMENT				**31/12/21**
Develop Recruitment strategy to fill gaps now and in the future (college/school links), attract younger workforce, sustainable Highlands, Council promoted as an employer of choice	Develop a recruitment strategy that considers all factors and promotion of the Council as an employer of choice.	HR Manager/Talent Management	G	31/12/21
Review Recruitment process including managing internal vacancies /secondments /internal moves.	Review recruitment process - simplify process with correct governance controls in place, efficient and effective. Inclusion of internal/external vacancies, secondments and internal moves.	Head of HR/HR Manager	G	30/09/21
POLICY				**31/12/21**

FEEDBACK	ACTION	ASSIGNED TO	BRAG (enter B, R, A or G)	TARGET DATE
Consideration of aging workforce - how do we support staff with change in role/hours/remit/flexibility	Strategy for aging workforce and balance for the future	Head of HR/HR Manager	G	31/12/21
Balance between remote/office working - blended approach and consider service delivery – staff wellbeing considerations	Implement balance of remote/office working and mental health needs - ties in with Asset Rationalisation & New Ways of Working Project (Transformation Programme)	Healthy Working Lives/Asset Management	G	31/10/21
PERFORMANCE				**31/10/21**
Consider how we retain and reward knowledge and experience	How to retain staff - Link to wider culture issues, employer of choice, employer people inspired to work for, use employee engagement index re levels of satisfaction. Action plan from Engagement Strategy	ELT	G	31/10/21
LESSONS LEARNED				**31/10/21**
Review Covid lessons learned	Review Covid lessons learned - identify aspects for taking forward	ELT	G	31/10/21
INDUCTION				**31/12/21**
Review the induction process - tailored to suit each service and modified for internal moves	Review, tailor and consider internal moves and link to training needs	Learning & Development/Talent Management	R	31/12/21
DEVELOPMENT				**31/03/22**

FEEDBACK	ACTION	ASSIGNED TO	BRAG (enter B, R, A or G)	TARGET DATE
Create and enable clearer career paths across the organisation/partners	Identify career paths and consider linkage to ERD	Talent Management	G	31/03/22
Align secondments to development needs	How to align secondments to development needs/career paths/succession planning	Head of HR	G	31/12/21
Training and development for all with associated budget to support every employee achieving agreed standards for each job role	Identify training needs with budget, minimum standards per job role	ELT	G	31/03/22