

REPORT TO: Cabinet
DATE: 10Th June 2010
SUBJECT: WORKFORCE PLANNING
WARDS AFFECTED: All
REPORT OF: Mike Fogg
Director of Corporate Services
CONTACT OFFICER: Jan McMahon
Head of Transformation Services
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**EXEMPT/
CONFIDENTIAL:** No

PURPOSE/SUMMARY:

To update the Cabinet on progress made in relation to Workforce Planning and recommend the next steps in relation to progressing this activity.

REASON WHY DECISION REQUIRED:

None required

RECOMMENDATION(S):

That :-

- a) Notes the content of the report and confirms satisfaction with the progress made to date.

KEY DECISION: No.

FORWARD PLAN: Workforce Planning has been identified in the current Forward Plan.

IMPLEMENTATION DATE: Immediately following the expiry of the “call-in” period for this meeting.

ALTERNATIVE OPTIONS: NA

IMPLICATIONS:

Budget/Policy Framework:

Financial:

<u>CAPITAL EXPENDITURE</u>	2009/ 2010 £	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £
Gross Increase in Capital Expenditure				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
<u>REVENUE IMPLICATIONS</u>				
Gross Increase in Revenue Expenditure				
Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

Legal: NA

Risk Assessment: There are no risks arising from this report.

Asset Management: None

CONSULTATION UNDERTAKEN/VIEWS There are no financial consequences at this stage and therefore the Finance Director has not been consulted

CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community		√	
2	Creating Safe Communities		√	
3	Jobs and Prosperity	√		
4	Improving Health and Well-Being	√		
5	Environmental Sustainability		√	
6	Creating Inclusive Communities		√	
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People		√	

LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT

Report to Cabinet 11 June 2009 "*Strategic Budget Review*"
 Report to Cabinet 1 October 2009 "*Transformation Update*".
 Report to Cabinet 29 October 2009 "*Transformation Programme Update - Senior Management Structure*"
 Report to Cabinet 25 November 2009 "*Transformation Programme Update – Strategic Budget Review*"
 Report to Cabinet 3 December 2009 "*Transformation Programme Update – Strategic Budget Review*"
 Report to Cabinet 17 December 2009 "*Medium Term Financial Plan 2010/11 to 2012/13 – Update*"
 Report to Cabinet 4 February 2010 "*Revenue Budget and Medium Term Financial Plan 2010/11 to 2012/13*"
 Report to Cabinet 4 March 2010 "*Revenue Budget 2010/11 and Medium Term Financial Plan*"

ResourceLink has supplied all employee data for this report.

1. Background

- 1.1. This report follows on from the Revenue Budget 2010/11 and Medium Term Financial Plan report to Cabinet on 4th March 2010. The Cabinet noted that a further report on workforce planning would be presented. This report updates progress to date.
- 1.2. The Council still needs to identify £15-25m of savings over the next two years and constant effort will be required to identify how this is to be achieved. Effective workforce planning will be critical to the success managing the Transformation Programme and a robust framework will need to be introduced and maintained if the anticipated changes are to be implemented successfully.
- 1.3. The Council is subject to many external inspections relating to the quality of services delivered to the community. Inspectors will often look for evidence that links workforce planning to the effective delivery of services and the link between the current and the future. Service specific workforce plans are already in place or in development but a more cohesive approach now needs to be adopted across the organisation.
- 1.4. The need for workforce planning is recognised by the Trade Unions.

2. Workforce Planning

- 2.1. Workforce planning is essentially about understanding the organisation and planned future changes, analysing the current workforce and then extending that analysis to identify the future skills and competencies needed to deliver services. In other words, it's about getting the right number of people with the right skills in the right place at the right time.
- 2.2. By linking workforce planning to the Transformation Programme it will help to ensure that the savings options are readily identifiable and that the future workforce has the flexibility to sustain and strengthen the delivery of quality and timely services at a reduced cost.
- 2.3. Key to workforce planning is active vacancy management. Considerable progress has been made in this area over the past six months. The Leadership Team has scrutinised long term vacancies to see if the posts in question can be permanently deleted from the establishment and required directorate teams to delete vacancies where possible with associated savings being "harvested". Current data cleansing work, to be concluded by the end of June, is a way of assessing the impact of these changes and it is intended to provide an accurate analysis of the current establishment including the source of funding for each post and any areas of risk. This work being completed jointly by directorate budget holders, Finance, Personnel and the Transformation team.

- 2.4. The Director of Corporate Resources now chairs a weekly Vacancy Panel. Again Finance, Personnel and the Transformation team are represented with input being received from service areas. All remaining, and future, vacancies will be considered by the panel who will actively seek opportunities to explore alternative solutions and consider redeployment. This will help to generate savings and minimise any future redundancies as the reorganisation of services, redeployment and re-skilling of staff will taken into account during the consideration process. It should be noted that some roles will continue to be filled with temporary staff because of the seasonal nature of the work and or the availability of external funding, e.g. play scheme workers.
- 2.5. Where it is possible delayed recruitment to vacancies is being applied provided this does not unduly hamper service delivery in the short term. This element of vacancy management is closely linked to the Integration/Rationalisation workstreams of the Transformation Programme again with a view to minimising any potential redundancies. In such cases acting up arrangements, additional hours and overtime continue to be used to meet service requirements. Spend in these areas is closely monitored by directorate teams.
- 2.6. The Vacancy Panel also considers requests to employ consultants and agency staff needed to cover essential activity. Approved requests for agency staff are now procured centrally via Matrix Solutions.
- 2.7. Consideration is also being given to growing an existing pool of casual staff, managed by Personnel to provide the same flexibility as agency staff but at reduced cost; with the long term relationship providing a more valuable resource that understands the council and the work that is required.
- 2.8. The Personnel team has also been working on the development and production of detailed workforce reports (Annex A). As previously mentioned ongoing data cleansing work will improve the quality of these reports. The Transformation team is working with colleagues to further develop this data so that it supports the tracking of the key elements.
- 2.9. There is still a considerable way to go to improve workforce planning. There is a clear need to develop a “one Council” holistic view of the deployment and development of staff. Adopting a corporate approach will better enable us to deploy our resources effectively and build capacity and capability so we can continue to meet our priorities in such challenging times.
- 2.10. Over the next year the intention is to formalise a corporate workforce plan, supported by robust and effective systems and processes, that will make best use of existing skills, develop a longer term view of skills shortages and introduce succession planning. This will enable the Council to demonstrate that it is fully utilising its talent and equipping its workforce for the future. The corporate workforce plan will give a clear picture of the

directorate based plans already in place; show how they link together and demonstrate a clear golden thread to corporate priorities as well as at service level.

3. RECOMMENDATIONS:

That Cabinet:-

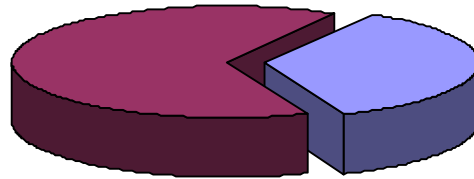
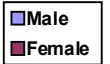
Notes the content of the report and confirms satisfaction with the progress made to date.

Annex A

Report for: Sefton Council (excludes All School Staff and Supply Teachers)

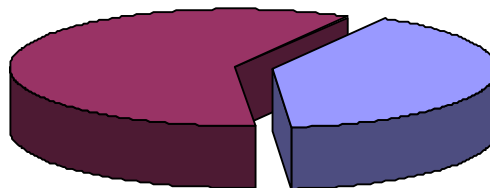
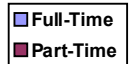
Employees as at 29-04-2010

Male		Female		Total	
1769	36%	3192	64%	4961	100%



Posts as at 29-04-2010

Full-Time		Part-Time		Total	
2377	40%	3538	60%	5915	100%



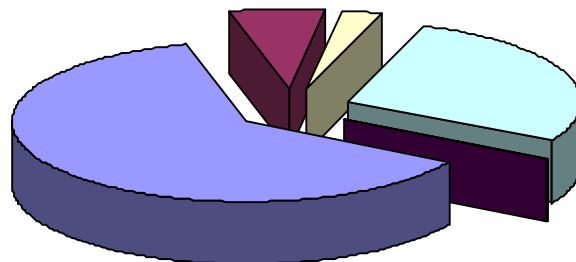
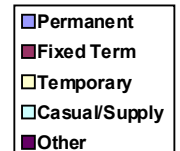
Starters and Leavers in Period 01-01-2010 to 31-03-2010 Q4 2009/10

Post Starters: 326 includes 135 Sefton Starters

Post Leavers: 1029 includes 422 Sefton Leavers

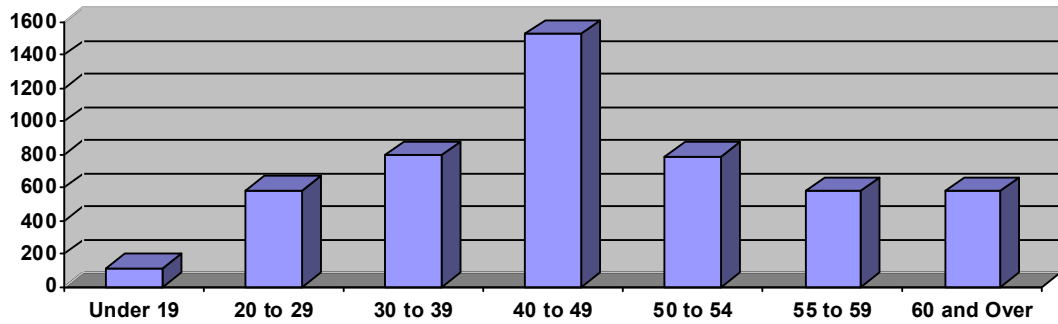
Contract Types as at 29-04-2010

Permanent	Fixed Term	Temporary	Casual/Supply	Other
3701	386	174	1637	17
63%	6%	3%	28%	-%



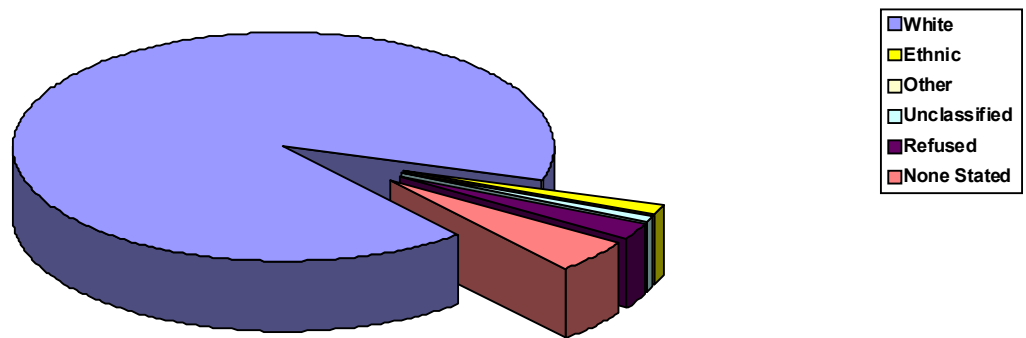
Age Profile as at 29-04-2010 (note age intervals are 5 years at 50 to 54 and 55 to 59 – otherwise 10 years)

19 and Under	20 to 29	30 to 39	40 to 49	50 to 54	55 to 59	60 and Over
113	582	793	1530	789	577	577
2%	12%	16%	30%	16%	12%	12%



Ethnicity Profile as at 29-04-2010

White	Ethnic Minority	Other	Unclassified	Refused	None Stated
4505	66	1	45	108	236
91%	1%	-%	>1%	2%	5%



Grades as at 29-04-2010

CE & Hay	PO9 – PO16	PO1 – PO8	SO1 & 2	SC1 to 6 & FP	HRY/MAN	TEACH	SOUL	RES WKR	SOC WKR	YOUTH	Other
98	194	424	279	1900	2287	120	89	114	198	98	114
2%	3%	7%	5%	32%	38%	2%	1%	2%	3%	1%	2%

