

## **The Vale of Glamorgan Council**

### **Cabinet Meeting: 23 May, 2016**

#### **Report of the Leader**

### **Corporate Workforce Plan (2016-20)**

#### **Purpose of the Report**

1. To ask Cabinet Members to approve the new Corporate Workforce Plan 2016-20.

#### **Recommendation**

1. That Cabinet Members consider and approve the Corporate Workforce Plan 2016-20 as set out at [Appendix A](#).

#### **Reason for the Recommendation**

1. To help the Council meet its workforce needs over the next four years in accordance with the vision and objectives set out in the Corporate Plan.

#### **Background**

2. The Corporate Workforce Plan 2016-20 (the Plan) has been drafted as part of the workforce planning processes carried out across services and the wider Council.
3. The Plan aims to ensure that the Council have the right employees, in the right place to meet future service needs. The need for such a plan is particularly important given the context of continuing financial challenge, the reshaping of the Council's services and the wider agenda of public sector reform.
4. The Plan reflects the vision and values as set out in the new 2016-20 Corporate Plan and the wider planning strategies as set out in the Medium Term Financial Plan, ICT Strategy and the Asset Management Strategy.
5. An underlying theme within the Plan is the need to maintain momentum in relation to the ongoing strategy of employee engagement.
6. The Plan is also congruent with the sustainable development principles in the Well-being of Future Generations (Wales) Act 2015 in seeking to plan for the long-term.

## **Relevant Issues and Options**

7. As indicated above, workforce planning is a process for seeking to identify and address gaps between the workforce of today and the human resource needs of the future. The structure of the Plan aims to facilitate this by following the sequential steps as set out below:
  - Looking at the vision for Council over the next four years (section 3)
  - Looking at the contextual issues and hurdles in achieving the vision (section 4)
  - Analysing our current workforce (section 5)
  - Considering the needs of our future workforce (section 6)
  - Undertaking a "gap analysis" between the "current" and "future" workforce (section 6)
  - Action planning on the basis of the above (section 6 and Appendix C)
8. The twenty six actions as set out in Appendix C are the result of the above process and also reflect the common themes from the service based workforce planning process as carried out over the recent months. The actions fall into one of six workforce planning themes for 2016-20 as set out below:-
  - Reshaping services and a reshaped workforce profile
  - Leadership and succession planning
  - Employee engagement: maintaining the momentum
  - Capacity, capability and performance
  - Optimising the skills and abilities of our workforce
  - A workforce reflecting the wider community
9. Members will appreciate the need for the workforce planning process to be a dynamic and ongoing exercise in order to respond to internal and external change.
10. In accordance with this, the Plan will continue to be reviewed and updated as part of the service planning process and using the "workforce planning cycle" as set out at Figure 5 on page 28 of the Plan.
11. The outcomes of the Plan will help to inform and refresh the Council's Human Resources, Employee Engagement and Training and Development Strategies.
12. The Council's Joint Management/Union Change Forum will monitor the progress of the corporate action plan as part of their regular monthly business activity. This group is chaired by the Managing Director.

## **Resource Implications (Financial and Employment)**

13. The resource implications are set out in Appendix C of the Plan.

## **Sustainability and Climate Change Implications**

14. There are no sustainability or climate change implications directly arising from the content of this report.

## **Legal Implications (to Include Human Rights Implications)**

15. There are no legal implications directly arising from the content of this report.

## **Crime and Disorder Implications**

16. None identified

## **Equal Opportunities Implications (to include Welsh Language issues)**

17. The Plan reflects actions set out in the Strategic Equalities Plan and the equalities requirements of the Specific Duties for Public Authorities in Wales. All parts of the Plan will be subject to an equality impact assessment as appropriate.

## **Corporate/Service Objectives**

18. The Plan seeks to support the delivery of service objectives set out in the redrafted Corporate Plan and individual service plans.

## **Policy Framework and Budget**

19. This is a matter for Executive decision.

## **Consultation (including Ward Member Consultation)**

20. The Trade Unions have been consulted on, and contributed to the development of the Plan.

## **Relevant Scrutiny Committee**

21. Corporate Performance and Resources

## **Background Papers**

None

## **Contact Officer**

Reuben Bergman, Head of Human Resources

## **Officers Consulted**

Corporate Management Team  
All Heads of Service  
All Operational Managers  
Operational Manager - Human Resources

## **Responsible Officer:**

Rob Thomas, Managing Director