

Appendix 1



Shaping Our Future Workforce 2015 - 2020

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1.0 Executive Summary

We are a multi-faceted, complex organisation with a significant number of functions and operations. Accordingly, we require a highly diverse workforce that is “*capable, confident, skilled, motivated and engaged*” in order to deliver positive outcomes for the citizens of Aberdeen.

Planning for how we will have a workforce that meets this profile is paramount and requires a commitment to attract, develop, retain and recognise talented and motivated employees with the right behaviours who are aligned with our vision and values. We recognise that workforce planning is a critical element of business success because we can only successfully deliver our business strategies and improvement plans through people.

Improving the connection between strategic and policy direction, financial planning, improvement planning and workforce planning will help us to shape our workforce to ensure it is capable of delivering organisational objectives now and in the future.

When securing the size and type of workforce we need to deliver our objectives, we are however faced with many challenges. These include skills shortages in particular occupations, attracting and retaining high quality staff to Aberdeen city and surrounding area due to the relatively high cost of living and recruiting the next generation of skilled specialist staff. So we need to take a proactive approach through the use of traineeships and a range of professional development in a range of specialist areas.

Strategic workforce planning at Directorate and team level, supported by the HR & Organisational Development Service, allows us to focus on attracting and retaining the right quality of people we need, invest in developing our leaders and recognise and reward our high performers.

2.0 Introduction

Workforce planning is a continuous process of shaping the workforce to ensure it is capable of delivering organisational objectives both now and in the future. It's about shaping the workforce with a clearly identified purpose and to bring about particular changes, with a strong focus on improving how we do business.

Workforce planning is an essential component of the Council's integrated planning framework. At the strategic level, our workforce plan takes into account the vision, aspirations, priorities and objectives identified in Aberdeen City Council's 5 year Corporate Plan which sets out the longer term vision and priorities and highlights workforce needs. A key element of the Corporate Plan is the Strategic Infrastructure Plan.

The successful delivery of the Corporate Plan is highly dependent on our success in continuing to attract, develop and retain the right number and quality of employees. This in turn informs the annual budget given that a significant proportion of the net revenue budget relates to staffing. For 2015/16, the total staffing budget is £253m, which represents 57% of the net revenue budget. £85m of that total is for the employment of teachers.

Getting our workforce planning right delivers significant improvements and can give us a competitive advantage as we compete for high quality talent. It gives us:

- assurance that our business and financial strategies can be delivered
- a more skilled and innovative workforce who are the right fit for the organisation and the job they are in
- stronger career paths and workforce development
- higher quality of customer service delivery
- improved staff engagement and retention
- improved productivity through workforce alignment to service priorities and objectives
- improved capacity to monitor costs and directly link workforce expenditure against business outputs and outcomes

The focus of this corporate strategic workforce plan is three fold. Firstly, it is to recognise how we rely on our workforce to deliver our business strategies and objectives, with the emphasis on continuous improvement. Secondly, it is to describe the type of workforce we need to deliver business success. And finally, it is to outline our plans to recruit, develop and retain the quality of workforce we need.

To this end, each Directorate is required to have a **5 year workforce plan** aligning workforce requirements to the corporate Business Plan and their own service plans and very importantly, to the delivery of the service improvements they will have included in those plans.

These workforce plans forecast future demands on the service, analyse workforce demand and supply, include action plans to bridge any current or anticipated workforce gaps and explain how success against those actions will be measured. A summary of each Directorate's analysis of current and future trends and resourcing/development needs is shown in **Section 5**.

Taking cognisance of the common themes emerging from those plans, a set of key actions and strategies to meet future workforce requirements has been developed and these are summarised in **Section 6**.

These Directorate workforce plans enable HR & Organisational Development to develop strategies and actions to help managers source the talent they need to deliver their objectives. For example, the Inspire and Aspire Development Programmes, recruitment, retention and employee engagement strategies.

3.0 Delivering strategy and continuous improvement through people

The past few years have brought hugely testing times for the UK public sector but the biggest challenges still lie ahead. A comprehensive spending review will also be undertaken to meet the shrinking budgets available for public spending from 2016 onwards. Alongside these on-going austerity measures, statutory changes are being made to the way some priority services are delivered, for example the merging of health and adult social care services. This will result in significant changes in services for both providers and users.

Aberdeen City Council has recognised and is preparing for these challenges. We are committed to a programme of modernisation and transformation in the way we do business underpinned by a recent restructure at senior management level that replaced the former 5 Directorate model to what is commonly described as the 'three plus one' model with three substantive Director posts and the Chief Officer -

Adult Health and Social Care, the latter post which we share with NHS Grampian. This review, which was approved by Council on 14th May 2014, ensures that our workforce is aligned to the Council's current and future strategic priorities, as set out in the corporate Business Plan, and provides clearer lines of accountability and responsibility. Phase two of the organisational review, which involved a new second tier structural model to support the changes at top tier level, was approved by Council on 20th August 2014 and further structural changes were approved by Council on 17th December.

The restructure process has been designed to align the organisation's functions in a more logical, efficient and collaborative manner, and to enable us to continually improve the services we deliver with the continuing drive to instill a high performance culture across the organisation.. Fundamentally these functions are performed by people; people whose behaviours, relationships and ways of doing business form the culture of the organisation – or contribute to a series of sub-cultures which ultimately make up the whole.

The need for ongoing transformational change and service improvement is therefore underpinned by commitment to a fundamental change in the way people think and perform at work and to a culture and appetite for high performance and outcomes delivery.

The successful delivery of our transformation programmes and strategies for delivering continuous improvement relies on having the right people who at all levels meet our organisation's behaviours in terms of the requirement for:

- Open, honest and frequent **communication**
- A **customer focused** approach which places customers at the heart of what we do
- High standards of **professionalism**
- **Respect** for others and promoting equality through fairness and consistency in our approach.

It is equally dependent on managers who:

- Accept the need for transformation and encourage **creativity** and innovation in the way we deliver our services
- **Engage** with employees, involve them in decisions which affect them and encourage their full contribution and participation
- Plan services and make decisions which **focus** on an effective and sustainable **future** rather than on short term views
- Provide genuine **leadership** and direction.

Along with senior managers who:

- Express, model and reinforce the behaviours expected
- Lead from the front
- Have a 'one team' mentality, providing leadership to the organisation as a whole
- Have a collaborative mindset – enabling constructive dialogue and joint working with partner organisations.

Significant work has taken place to embed these behaviours within the organisation. This, along with the Council's aim to deliver the highest quality services to customers and make best use of our resources, has created a 'triple aim' approach to Shaping Aberdeen that will ensure Aberdeen City Council responds to the UK statutory requirement for 'continuous improvement'. The 'triple aim' approach is explained in more detail in the Council's corporate plan and will be at the heart of each Directorate's service improvement and workforce plan.

Our Approach

The vision for 'Shaping Aberdeen' is well developed and will be launched to the organisation in early 2015. Underpinning this vision are comprehensive improvement plans in each area – customer, staff and resources. The staff improvement plans have been designed to deliver an engaged workforce given the positive impact we know this has on outcomes for the customer, staff, productivity and performance.

In going forwards, Aberdeen City Council faces the challenge of a £50m funding gap. Closing that gap will require transformational change and the involvement and engagement of staff at all levels. Our improvement plans are therefore based around the following 4 enablers of engagement.

- **A strong narrative** – a clear and widely understood story of the organisation's purpose, its vision and direction and its values
- **Engaging managers** who focus on getting the best from people
- **Employee voice** – informing and consulting employees and involving them in decision making and creative solutions for the organisation

- **Integrity** – employees who trust and are trusted by the organisation – the absence of a ‘say-do’ gap between what the organisation says it expects and values and what it *does*.

In order to assess to what extent the actions within these plans have succeeded we will use the baseline drawn from the outcomes of the 2014 Employee Opinion Survey, the results of which inform our staff improvement plans as well our future workforce planning processes.

4.0 Information we use to develop our workforce planning strategies and actions

The strategies and actions included in **Section 6** of this corporate strategic workforce plan, as well as the specific actions included in Directorate workforce plans summarised in **Section 5** , have been derived from our knowledge and understanding of the internal and external environment and workforce and includes both quantitative and qualitative data. For example, given Aberdeen’s oil-dominated economy with the oil industry in Aberdeen and the surrounding area employing over 137,000, we are carefully monitoring the current impact on the local employment market of the falling oil price and consequential large scale redundancies in the local oil and gas sector. This may have significant recruitment and retention implications across the Council.

Internal environment	External environment
<ul style="list-style-type: none"> ● Demographics (e.g. age profiling, length of service, diversity in our workforce) ● Turnover rates ● Job characteristics (e.g. full-time/part-time, overtime hours) ● Employment status (e.g. permanent, fixed term, casual) ● Skills shortages ● Recruitment and retention rates ● Exit interviews ● Workforce gaps, issues and risks ● Time taken to recruit 	<ul style="list-style-type: none"> ● The local/national employment market ● Who is competing for our workforce ● External impacts on our organisation. For example <ul style="list-style-type: none"> - policy and legislative changes - local and regional development - changes in population demographics both now and in the future ● Expectations of different generations ● External funding

- Salary costs
- 'Smarter working' approach
- Employee surveys (most notably our biennial employee opinion survey)
- Internal customer service surveys
- Retirement patterns
- Promotion patterns
- Workload patterns
- Absence rates

5.0 Summary of each Directorate's analysis of current and future trends and future workforce needs

Each directorate has developed its own workforce plan with a five year future focus, aligning workforce requirements to the corporate Business Plan and their service plans and, very importantly, to the delivery of the service improvements they have included in those plans. In other words, how services are going to deliver their business strategy and plans for improvement through people.

Using a **5 step model**, the plans are characterised by a commitment to improve customer and staff experience and make best use of resources. Each plan comprises the following steps to help directorates define their workforce needs and implement the necessary changes to shape a workforce (both in terms of size and shape) that respond to the demands of current and future challenges, and ensure delivery of their strategy and business objectives.

Step 1 – Forecasts future demands on the service – how the needs of the organisation and customers are expected to change

Step 2 – Analyses workforce demand – the workforce required in the future to deliver the service and meet future needs

Step 3 – Analyses workforce supply – a description of the current workforce and how it is likely to change

Step 4 – Plan actions – action plans to bridge any current or anticipated workforce gaps

Step 5 – Measure success – how success against those actions will be measured

Each Director will submit their workforce plans to their parent Committee within two Committee cycles from the date of today's meeting. A summary for each Directorate is provided below in the meantime as it is important to identify the main workforce challenges and how they will be met within this 5 year strategic workforce plan.

Where there are implications for the workforce, Directorates will consult the trades unions and the employees affected in accordance with usual consultation requirements at the appropriate time.

5.1 Corporate Governance

Current and future demands on service with workforce implications

- The PACE (Procurement Achieving Commercial Excellence) approach will be pivotal as it involves the transformation plans of each service -City and Shire -coming through C&PS (and Corporate Governance overall) to focus on our shift to a more commercially-aware organisation
- Establishment of Corporate Innovation Hub

Strategies to meet future workforce requirements

- Greater focus on individual training plans within C&PS
- Investment in training and buddying, recognising that this will come from the private sector in some areas
- Identification and full utilisation of project management skills across both City and Shire
- Transfer of ICT and legal staff into C&PS to create one stop shop
- Quality management and change management skills will be the focus in terms of recruitment and development
- New posts have been created to address this
- The team will need IT skills to organise and analyse data which

- Shared Service of Section 95 Officer with Shetland Council
- Scottish Welfare Fund -the decision being taken by April 2015 as to whether this service will continue beyond the initial 2 year pilot- and the introduction of Universal Credit
- Restructure of ICT Services- this has been carried out in response to team workshops and customer need for specialist skills re the wider range of consumer devices, extended support hours, complexity of backend infrastructure to support the availability and resilience requirements, increase in development of web applications and integration between systems/streamline of applications

provides a succession route from many services

- Resulting in temporary restructure within Finance to look at the impact of this over the initial fixed term
- This will have the benefit of acting up opportunities right through Finance and serve as an important retention, development and succession planning tool.
- General uncertainty as this is introduced over phased basis
- Will plan for 20% reduction in benefits staff
- All Revenues & Benefits new employees will be contracted on a fixed term basis while assessment of need is on-going future workforce requirements
- The new structure will address a need to wider span and specialism of management functions within ICT, including a customer facing Account Manager
- It will provide career paths and development for staff
- Training in specific technology skills will be provided as projects move forward as well as for Incident and Problem Management/ Change Control
- IT Service Management training in IT Incident and Problem Management and Change Control is required across the service.
- New software will release staff from some 1st level tasks and

- increase variety of work and therefore, job satisfaction
- Links with Aberdeen College in terms of offering work experience at first line point of service delivery will assist with flow of applicants for future vacancies

5.2 Communities, Housing and Infrastructure

Current and future demands on service with workforce implications

- Financial Inclusion remains prominent and will feature highly in terms of joint working with the third sector and jobcentre plus. This could result in an increase in staffing levels
- Restructure throughout the whole Directorate to be completed in 2015
- The Community safety hub continues to successfully develop with housing teams working alongside partners from police, fire service and the voluntary sector. A review of the city-wide CCTV operation is underway in conjunction with the police in regard to its future provision and could include transfer of individuals into ACC. The introduction of automated payment capability for parking may result in a reduction of City Warden and Technician posts

Strategies to meet future workforce requirements

- With the emergence of the new Directorate, structures require to be designed to ensure that more effective and efficient ways of working are put in place. The next phase of the restructure has identified that there are 8 Senior Service Manager posts to be established. Once individuals are in post, they will influence the next tier within the structure
- A new purpose built facility for waste has been agreed and, once staff and vehicles are accommodated there, it should be a more efficient operation. This will include assessment of numbers of posts required to deliver the waste strategy (which may be an increase)
- Career progression schemes in certain areas (where posts are hard to fill, turnover is high etc) will require to be designed and implemented

- There is no UK University currently providing trading standards training and we may have to look at 2 different levels of Trading Standards Officers
- Fleet management requires a total overhaul in respect of all areas
- Community Planning and Equalities now form part of the Directorate and there will be a realignment required to integrate this
- Once the new structures are in place, this will be much clearer. There will be a need for integration of teams and upskilling/retraining in certain areas
- An increase in posts may be required in certain areas in order to meet the demand of the services and this will become clear once the structures are in place
- There are areas where staff turnover is an issue and schemes such as career progression and modern apprenticeships will require to be developed to deal with this.

- Potential renegotiation of the craft workers agreement and associated salary grades will be scoped
- Undertake a skills analysis and identify gaps and overlaps
- Fleet services will undergo a restructure to ensure that the operation is fit for purpose. This may involve additional posts although what those are is unclear currently.

5.3 Education and Children's Services

Current and future demands on service with workforce implications

- School rolls forecast to rise – increase in demand for teachers
- Increase in statutory early years' provision – requirement for more Early Years' Practitioners
- Art Gallery redevelopment – change in skills set required for staff
- Implementation of the Inclusion Review – staffing levels and deployment across schools and special services will be reviewed and ways of working will change
- School Estate – new secondary school in the south of the city – decrease in senior and middle manager posts

Strategies to meet future workforce requirements

- DLITE programme; working with Irish consultants; recruitment and retention payments; attendance at careers fairs at English ITE providers
- Flexible working arrangements to allow practitioners to work in different settings to meet demand for staff; Skills for Work programme to attract school leavers into childcare
- Staff development programme
- Staff development programme
- Agreed procedures around staffing following a school amalgamation will be implemented.

5.3.1 Children's Social Work

Current and future demands on service with workforce implications

- Increased demand in children's social work has resulted in an increase in demand for Children's Social Work staff to work with young people and their families, especially qualified Social Workers

Strategies to meet future workforce requirements

- Implementation of the Reclaiming Social Work (RSW) model – first authority in Scotland, it is envisaged that as well as improving outcomes for children, the primary purpose of the model, it will have a positive impact on both recruitment of new staff and retention of existing staff
- Develop and implement a robust assessment centre based selection process to ensure that we recruit high quality, skilled employees with the right skills, experience and behaviours to carry out the key roles
- Development of new induction and development / mentoring programme as part of the new service

5.4 Adult Health and Social Care

Current and future demands on service with workforce implications

Strategies to meet future workforce requirements

- The demographic issues related to an ageing population in Aberdeen will exacerbate the local and national shortage of Care Staff. There are significant workforce implications in terms of the recruitment difficulties we have both to support adults with disabilities in day care and residential care and for older people in the community and residential care
- The developing personalisation agenda and self-directed support has longer term workforce implications in terms of service users potentially choosing alternatives to the traditional care delivery provided by the local authority which may impact on the workforce
- The integration of Adult Health and Social Care services is likely to have workforce implications as a result of different ways of delivering services, although at this stage it is not possible to determine what these might be. The Council and NHS Grampian are working closely together and have developed an integration scheme for the Aberdeen partnership which is currently out for consultation. The Shadow Integrated Joint Board, the governance body, is likely to be operational by April 2015 and there is a requirement to produce a strategic plan detailing how the integration of services will be achieved. The strategic plan will include a workforce plan and at that stage more detailed and meaningful information on the workforce implications will be available. It is clear at this stage that both the NHS and the Council retain their separate employer identities, but it is less
- Bon Accord Care operate a relief pool covering a range of care roles which can be used to supplement the core workforce within Bon Accord Care and Aberdeen City Council, providing fully inducted and trained workers on fixed agreed rates, as an alternative to external agency workers
- Work in partnership with Bon Accord Care and other partners on a range of options to improve recruitment and retention, such as modern apprenticeships / 'grow our own' schemes/ career pathways / targeted recruitment days etc.
- Consider implementation of a development / mentoring scheme for existing and new employees to assist retention

clear what the implications will be in workforce terms

6.0 Summary of key actions and strategies to meet future workforce requirements

Like many organisations, we face critical shortages of essential talent while at the same time facing the constant challenge of keeping up with fast-moving workforce trends. As work requirements evolve, the demands on the workforce also change, and in anticipation of these changes, and to address the need to have the right workforce in place, we have developed a series of key actions and strategies to help meet future workforce requirements and to address potential sources of risk.

Recruitment	Training & Development	Resource Sharing
<ul style="list-style-type: none">• Robust recruitment methods to ensure cultural as well as technical fit• Ensuring equality of opportunity• Additional tools for recruitment• Interviewing skills upgrade• 'Employer of Choice' approach• Targeting 16-24 year old age group• Talent Resourcing Strategy• Flexible working options• Redesigning roles to increase supply• Attraction and retention policies to overcome cost of living issues	<ul style="list-style-type: none">• Learning and development culture• Development aligned with organisational behaviours and priorities• Core training at all levels round the behaviours with emphasis on customer service training• Core training for all managers (Supervisory training for supervisors – Inspire Programme for middle managers – behavioural impact training for senior managers)	<ul style="list-style-type: none">• Partnerships with other organisations to access a different workforce pool• Shared services• Internal and external cross organisational working• Explore option of sharing trained customer service assessors with NE partners

<ul style="list-style-type: none"> • Removing barriers to relocating to Aberdeen • Long term, sustainable solutions to fill 'hard to fill' jobs • Robust induction/onboarding • Tailored induction 	<ul style="list-style-type: none"> • Personal Development Plans for all employees • Range of learning and development methods • Mentoring and coaching • Career paths and coaching • Succession planning • Aspire Programme for future leaders to tackle succession at 3rd tier level • Knowledge capture on exit 	
Retention	Employee Engagement	Attendance Management
<ul style="list-style-type: none"> • Employee engagement strategies (see Employee Engagement) • Work-life balance and flexible work practices • Health, safety and well-being initiatives 	<ul style="list-style-type: none"> • Annual and Interim Employee Opinion Survey • Employee Benefits package • Communication Strategy • Clear and effective communication channels for all staff • Feedback/Sharing ideas • Employee Voice • Staff Charter • Apply best practice • Pulse checks • Recognising and celebrating success • Engagement module in Inspire Programme for middle managers 	<ul style="list-style-type: none"> • Strategies and procedures for maximising attendance at work • Culture of health, safety and wellbeing

High Performance Culture	Embedding Behaviours	Customer Service Standards
<ul style="list-style-type: none"> • Performance management processes • Performance Review and Development framework • 360 reporting tool • Pulse checks • Core training for managers and all staff • Reporting tools • Performance improvement metrics • Connection between strategic and policy direction with workforce planning considerations 	<ul style="list-style-type: none"> • Further embed Performance Review and Development • Skills and knowledge upgrade • Strategic indicators for senior managers • Senior managers sponsoring elements of improving customer and staff experience 	<ul style="list-style-type: none"> • Customer service framework • Customer service charter • Robust recruitment processes for all frontline customer service staff

These strategies involve the planning and design of specific programmes and projects that will enable the organisation to develop and maintain a workforce capable of delivering upon organisational objectives.

The following illustrates example strategies that are making a difference in terms of helping the organisation meet its many workforce challenges, although there are many more corporate and service specific programmes and projects that are either currently helping, or are planned to help, deliver the workforce we need both now and in the future. These are set out in the Directorate Workforce Plans while the electronic version of this document will provide links to corporate initiatives when it is placed on the Council’s intranet.

6.2 Example strategies to meet future workforce requirements

Strategy	Activities
Sourcing our future talent by improving attraction and recruitment of people in 16-24 year old age group	<ul style="list-style-type: none"> • 'Aberdeen Guarantees' which involves collaboration with Career Academy UK and working closely with City schools and pledging support for initiatives including modern apprenticeships, mentoring students, intern preparation, mock interviews, career coaching and summer internships • Seeking Investors in Young People accreditation as a framework to help co-ordinate, recognise and derive best practice in our initiatives to aid young people into work • Actively targeting young people when promoting and communicating career options • Incentivising recruitment of younger people by utilising the Graduate Support Scheme Modern Apprenticeship programme to source funding, mentoring, coaching and supporting young people
Improving our Employer of Choice approach by forging closer links with local colleges	<ul style="list-style-type: none"> • Links have been established with Aberdeen College to offer placements in IT helpdesk and within frontline service delivery and to offer a modern apprenticeship for those students achieving HNC standard in a relevant subject
Working in partnership with Aberdeenshire Council, Police, Fire and local universities to tackle shortages in essential talent by removing barriers to relocating to Aberdeen	<ul style="list-style-type: none"> • Working, in conjunction with colleagues in Housing, to establish key worker accommodation in the City to remove the barriers for future employees to relocate to the City. • Working with public sector partners in the North East to look at costs of living and working in Aberdeen in particular investigating the potential for an Aberdeen Weighting Allowance.
Making best use of resources, improving expertise and upskilling our workforce through collaboration with partner	<ul style="list-style-type: none"> • Being a member of the North East Learning Collaboration (NELC) which comprises representatives from Aberdeenshire Council, Police, Fire, NHS, RGU and voluntary sector

<p>organisation in the areas of learning and development</p>	<ul style="list-style-type: none"> • Provides our workforce with a range of development opportunities including <ul style="list-style-type: none"> - Joint Supervisory and Middle Manager programmes - Collaborating for Outcomes – a 7 module programme for senior managers promoting understanding of shared challenges across the local area and encouraging collaborative working - Joint mentoring scheme, matching mentors and mentees from across partner organisations • Future plans include <ul style="list-style-type: none"> - Developing coaching skills both to increase inhouse coaching capacity and to share coaches with partners - Sharing of materials, assessors and assessment tools to assist with the increasing demand for assessment and development centres - Developing joint projects such as leadership exchange, job swaps, cross-partner projects and shadowing to support the development of potential
<p>Tackling the critical shortage of primary teachers through long term, sustainable solutions</p>	<ul style="list-style-type: none"> • Aberdeen City Council staff being offered the opportunity to retrain as a primary teacher and be sponsored by the Council through the Distance Learning Initial Teacher Education programme with Aberdeen University. 17 employees will be starting the course in February 2015. Part of their commitment is that they will teach in Aberdeen for at least 3 years after qualifying
<p>Planning for succession</p>	<ul style="list-style-type: none"> • Launch of our annual <i>Aspire Future Leaders Programme</i> which identifies and equips leaders of the future with the thinking, knowledge and experience required to take the organisation forward. 11 people entered the programme last year. Programme will re-open later in 2015. • Various 'Growing Our Own'/Trainee Schemes operating across the Council. These include establishing an internal pool of future HR Advisers, Trainee Accountant Scheme, Trainee Environmental Health Officer Scheme, Graduate Trainees in Housing services, variety of apprenticeships in Building Services, career pathways for carers, • Aspiring Head Teachers and Aspiring Deputy Heads programmes in place to support

7.0 Monitoring and evaluation

We recognise that successful workforce planning is an active, ongoing dynamic process that must be monitored and adjusted where necessary. We will continually monitor the various strategies and actions identified in this plan to account for any internal or external developments. This monitoring and review process will enable us to assess which of our strategies and actions are working and which are not, and then make adjustments to these strategies and actions and address in a timely way new workforce and organisational issues which might arise. This will position the organisation to be ready and able to respond quickly and more strategically to change by recognising emerging challenges.