
Measuring the impact of workforce planning

68. Councils should monitor the impact of their workforce planning and delivery approaches. This should include cost, service quality and productivity benefits as well as employee wellbeing. This in turn should inform their workforce planning approach. Councils and their partners should also understand the wider impact of their employment practice on the local economy.

The council has set targets to monitor and report on progress against the four outcomes in its People Strategy 2023-2028, which are progressed under the direction of the HR programme board

69. The council has set out, in its People Strategy 2023-2028, what performance measures it intends to use to capture the impact of its workforce planning approach, setting targets for each outcome. These performance measures are progressed under the direction of the HR programme board.

70. An annual update on progress in the outcomes and actions will be reported to the Corporate Policy and Resources Policy Development and Scrutiny Panel (PDSP) and published on the council website.

The People Strategy 2023-2028 includes 9 performance and transformation actions, which focus on improving customer experience, increasing the efficiency and effectiveness of services, reducing the costs of delivering services and increasing the use of technology.

71. The council has extensive workforce data reporting to the CMT, EMT and the PDSP, which is made up of Elected Members.

72. Regular workforce management reports are also reported to an extended CMT group, comprising CMT plus other officers. The reports detail the progress made with implementing the council's efficiency programme and provide an analysis of workforce management reductions required to deliver approved budget reductions during 2023/24-2025/26.

73. The council has developed and implemented a range of monitoring arrangements to oversee the implementation of organisational change. These include a number of activities and processes under the umbrella of Workforce Planning which include:

- A Workforce Model to identify and track those affected by organisational change;