WORKFORCE STRATEGY
2015 - 2020

Dumfries
& Galloway

COUNCIL

Foreword

The Council's Workforce Strategy 2011-2014 recognised that developing and making better use of the talent we have within our organisation is essential if we were to maintain and improve Council services.

We have faced significant challenges as a result of declining resources and growing demand and need for certain lifeline services. Working with our employees we are continuing to develop a culture of improvement as part of our Council-wide service review programme. We have improved the way we deliver services and achieved savings of £40m over 4 years.

Over the next 3 years we will need to save a further £32m and this will require us to better mobilise our motivated, committed and highly skilled workforce to deliver our vital services in the face of this challenge.

Our reliance on effective resource planning becomes even more significant, linking our planning for our workforce, our finances and our assets more closely together, ensuring that we can make the best use of the resources available to us.

We will need to continue to make substantial changes to the way we work and find better ways of delivering services at much lower cost. We may change, reduce or even stop some services and our workforce will need to develop new skills and create capacity to lead and manage major change and service redesign.

As a Council, we will also work with our communities to deliver the services they believe are the most important to them.

We will continue to deliver services which meet our priorities and we will support our employees through the change process preparing them for new tasks or roles.

Our new Workforce Strategy 2015-2020 sets out the aims and objectives for reshaping and developing our workforce through to 2020 to ensure we meet our priorities. Our people are our most valuable asset and we will harness and develop the talent and commitment of our employees and through positive engagement we will face the challenges ahead.

Ronnie Nicholson
Council Leader

Gavin Stevenson
Chief Executive

Our Workforce Charter – 'Working as One Council'

We recognise that our success as a Council relies on mobilising our staff, building on their continuing commitment and dedication, delivering vital services for our local communities. This Charter sets out the guiding principles by which all our people will work together, as one Council, to meet our Priorities through to 2020.

As a leader I will:

- Act with integrity, trust, respect, openness and transparency
- Promote fairness and equality of opportunity
- Value equality and diversity
- Encourage a culture of pride in working for our Council
- Recognise the contribution of others and celebrate success
- Inform our employees about Council decisions which affect them
- Engage, involve and support our employees through change
- Promote wellbeing within a healthy and safe workplace
- Consult our recognised trade unions and professional associations on workforce matters

As a manager I will:

- Support employees to perform to the best of their ability
- Plan effectively for current and future workforce needs
- Provide clarity on roles, duties and acceptable standards of performance
- Lead the Performance Development Review process and establish clear work objectives with employees
- Develop Learning Plans and provide training and development to support identified needs
- Deliver regular and constructive feedback on how employees and teams are doing
- Listen to and act on employees ideas for new ways of working and improvement

As an employee I will:

- Value my role as an employee of Dumfries and Galloway Council
- Represent our Council positively in my day to day work
- Put my customers first
- Understand how I contribute to the achievement of the Council Priorities
- Get involved and offer a 'can do' approach
- Commit to improve my performance and the services I deliver
- Take the opportunities to learn and develop
- Build effective relationships and be a team player
- Treat others with dignity and respect
- Respect equality and diversity
- Offer my ideas and be open to change and new ways of working
- Adhere to the Employee Code of Conduct

Context

Our Workforce Strategy 2015-2020 will build upon the achievements of our 2011-14 strategy. As we recognise the significance of the challenges ahead, our reliance on our employees becomes even more significant. The aim of this strategy is to ensure that we have the right people in the right place with the right skills to deliver improved services, create greater efficiencies and more flexibility, and improve customer service. The implementation of this Strategy will help us to achieve our Priorities and enable us to engage and develop the talent and skills of our employees.

Current position

Dumfries and Galloway has a population of approximately 150,270[1], with an estimated 60.5% of the population of working age. This is slightly lower than the Scottish and national UK average, and reflects the higher than average number of older or retired adults in the area[2]. Our Council employs 7.6% of the working age population in Dumfries and Galloway. Unemployment in Dumfries and Galloway has been lower than the UK and Scottish average, and the level of self-employment is significantly higher than other areas.

We have a low wage economy which is amplified by a high proportion of part-time workers. This increases the gap in average earnings between Dumfries and Galloway and elsewhere. As of April 2014 4.4% of 16-24 year olds were unemployed in Dumfries and Galloway which is above the Scottish (4.2%) and UK average (3.7%). Addressing this issue is a priority for all members of the Employability Partnership.

We work with partners such as local colleges and Skills Development Scotland to make best use of our available talent in support of our economic regeneration objectives.

We will continue to monitor the age profile of our employees. As at 1 April 2014 over 42% of our employees were aged over 50 years, and therefore succession planning and skills transfer continue to be a key focus for our Workforce Strategy. To help facilitate change and to reduce costs we continue to offer our employees the possibility of voluntary severance (subject to needs of the service and savings commitments) and we put in place a plan to mitigate against the potential loss of experience and knowledge.

Most of our employees are employed on the lower bands in our pay structure. We have applied the living wage to our employees as this helps to tackle low pay in our region.

The Council is committed to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their work.

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1   Source – National Records of Scotland
2   Source – Office for National Statistics

Culture and Commitment

Through commitment and strong leadership we will achieve the outcomes contained in this Strategy and we will continue to promote a positive and inclusive culture and to create a framework that encourages effective engagement, open communication and good performance.

We will encourage our employees to engage with and meet the objectives of this Strategy through activities such as staff focus groups, flexible learning, advisory groups and quality improvement initiatives such as Public Sector Improvement Framework.

We will continue to work collaboratively with the Trade Unions in pursuit of the outcomes of this Strategy.

Through the continuation of effective leadership and management development, senior management teams will ensure that agreed actions and outcomes are effectively integrated into business and team plans.

The new Corporate Service has a specific enabling role and will provide strategic direction to achieve Workforce Strategy outcomes.

We have identified 4 Workforce themes:

- Planning Effectively for our Council's future workforce needs
- Improving employee engagement
- Helping our employees to succeed
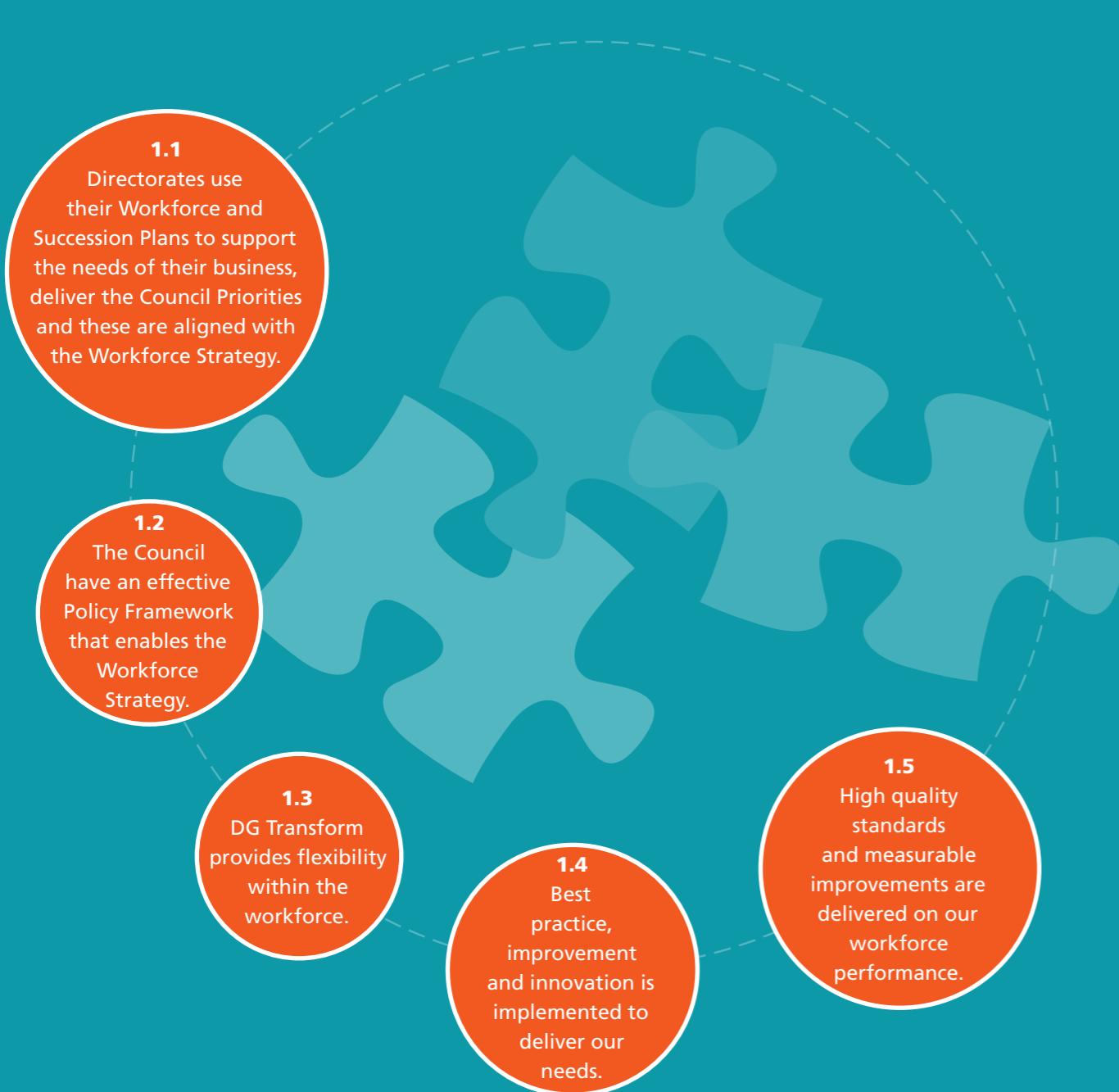- Ensuring equality for all
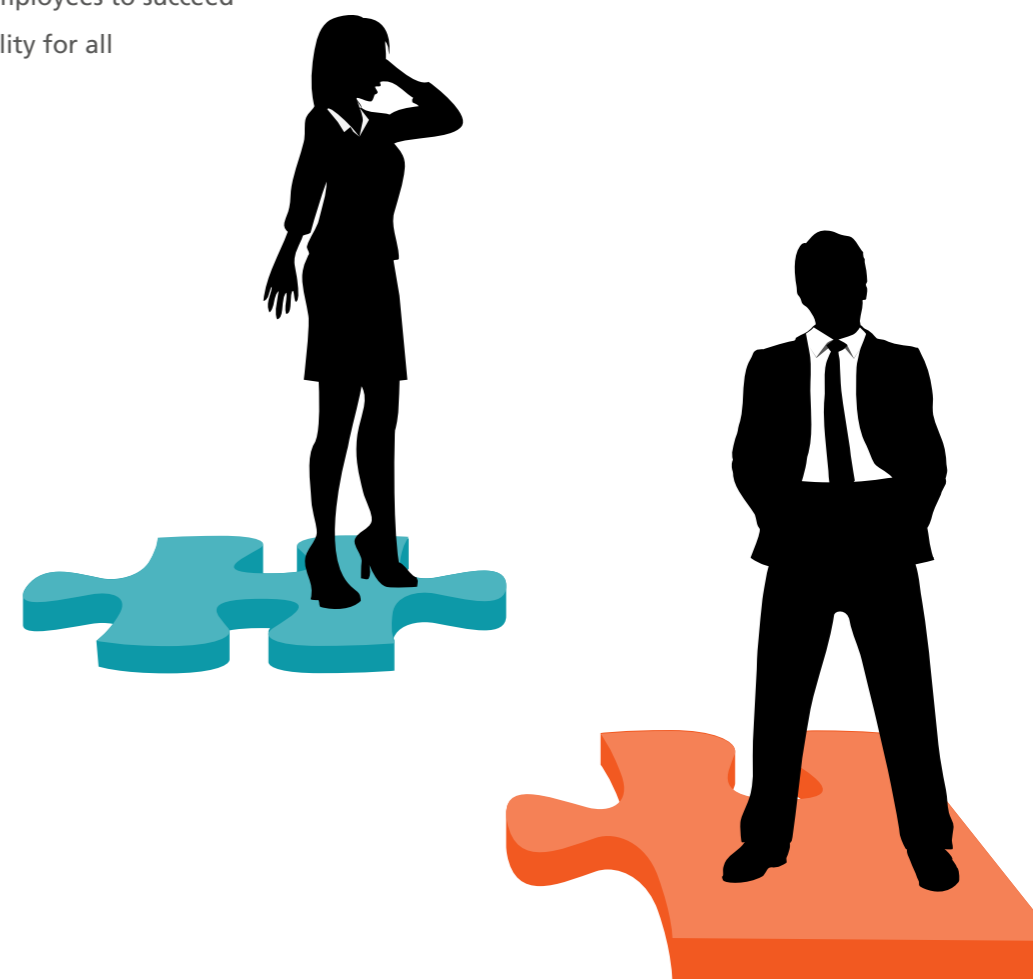
Theme 1: Planning effectively for our Council's future needs

What we want to achieve

To effectively manage, develop and support employees through periods of significant change and develop delivery models and operational structures which address budget reductions and meet Council priorities. We will continuously improve our services and develop our workforce and we will measure and report on performance against our objectives. We are better placed to interpret and report workforce information due to our progress in developing our ICT systems and processes and we will plan for our future workforce requirements using this information. We can establish baseline, trends and pattern information to help inform future workforce planning.

Outcomes we have planned

The main outcomes planned are as follows:

1.1 Directorates use their Workforce and Succession Plans to support the needs of their business, deliver the Council Priorities and these are aligned with the Workforce Strategy.

1.2 The Council have an effective Policy Framework that enables the Workforce Strategy.

1.3 DG Transform provides flexibility within the workforce.

1.4 Best practice, improvement and innovation is implemented to deliver our needs.

1.5 High quality standards and measurable improvements are delivered on our workforce performance.
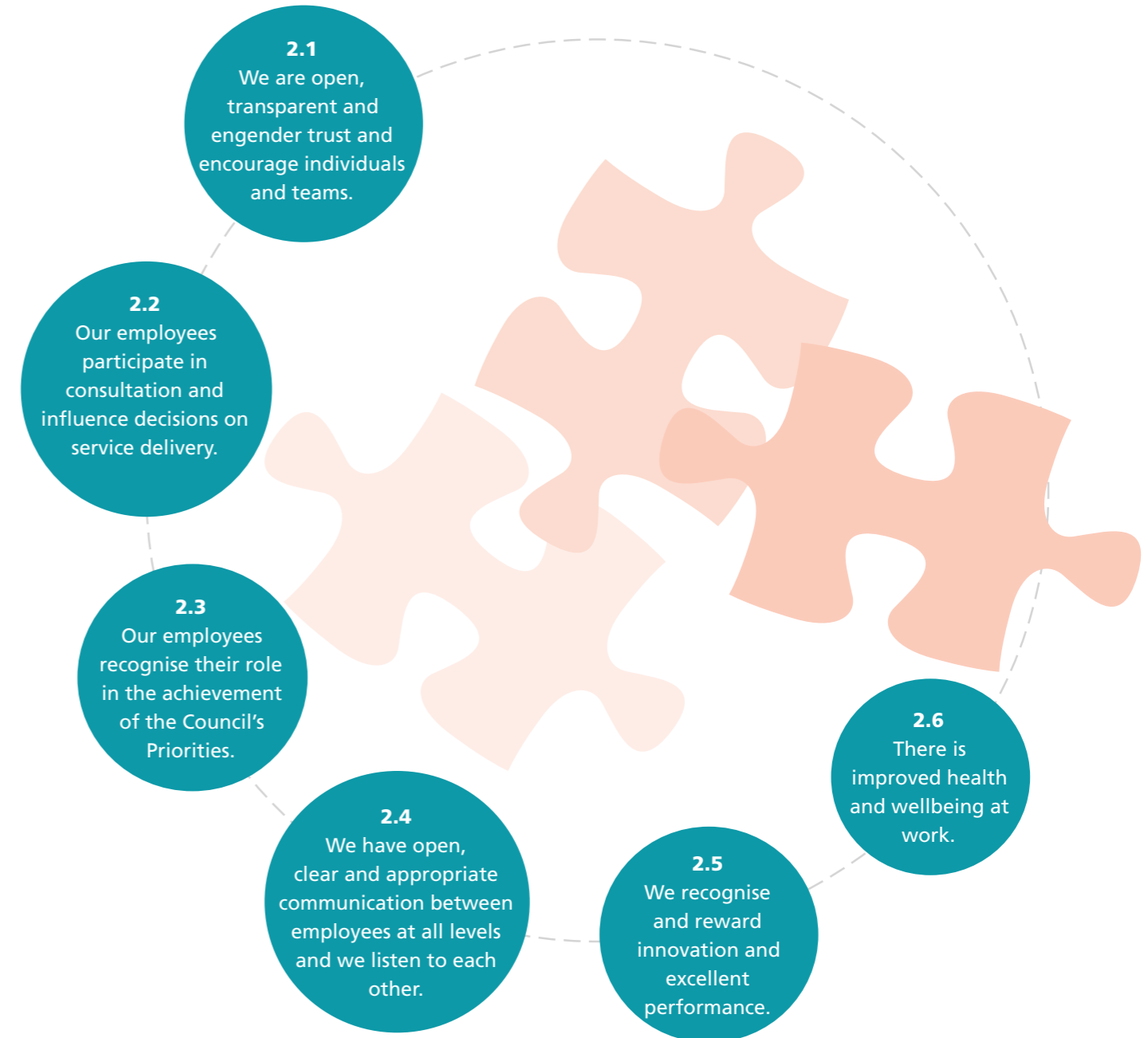
Theme 2: Improve employee engagement

What we want to achieve

The Council's ability to sustain the delivery of high quality services is dependent upon the capability, dedication and creativity of our employees. We will more effectively engage with our employees through improved communication and participation to help improve commitment, performance and service delivery.

Outcomes we have planned

The main outcomes planned are as follows:

2.1 We are open, transparent and engender trust and encourage individuals and teams.

2.2 Our employees participate in consultation and influence decisions on service delivery.

2.3 Our employees recognise their role in the achievement of the Council's Priorities.

2.4 We have open, clear and appropriate communication between employees at all levels and we listen to each other.

2.5 We recognise and reward innovation and excellent performance.

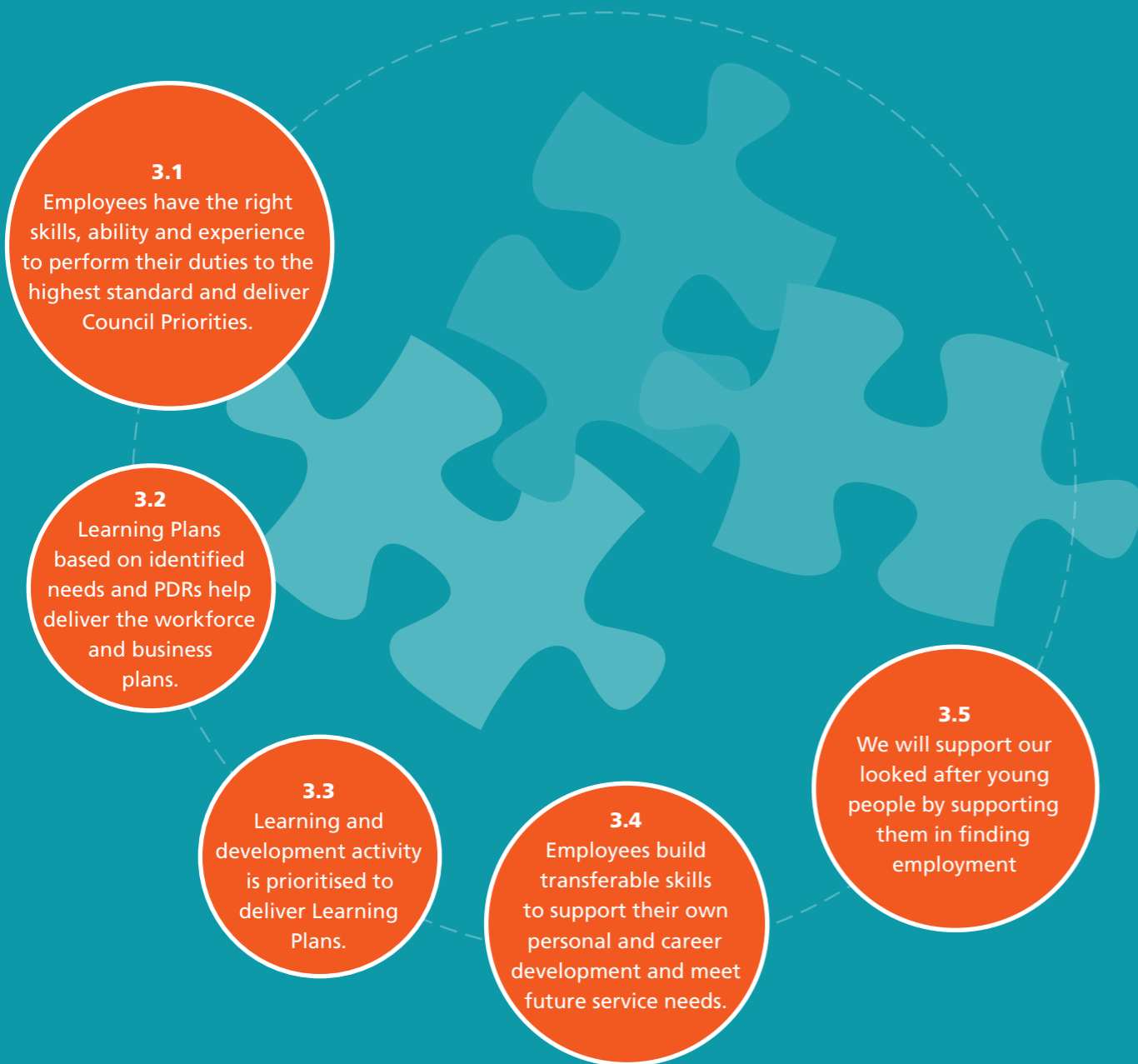**2.6** There is improved health and wellbeing at work.

Theme 3: Enabling our employees to succeed

What we want to achieve

The achievement of the Council's priorities is driven by the skills, ability and experience of our employees. We will ensure that the Council plans, manages and develops our workforce learning and development resources for the attainment of Council Priorities and to the benefit of our employees.

Outcomes we have planned

The main outcomes planned are as follows:

3.1
Employees have the right skills, ability and experience to perform their duties to the highest standard and deliver Council Priorities.

3.2
Learning Plans based on identified needs and PDRs help deliver the workforce and business plans.

3.3
Learning and development activity is prioritised to deliver Learning Plans.

3.4
Employees build transferable skills to support their own personal and career development and meet future service needs.

3.5
We will support our looked after young people by supporting them in finding employment
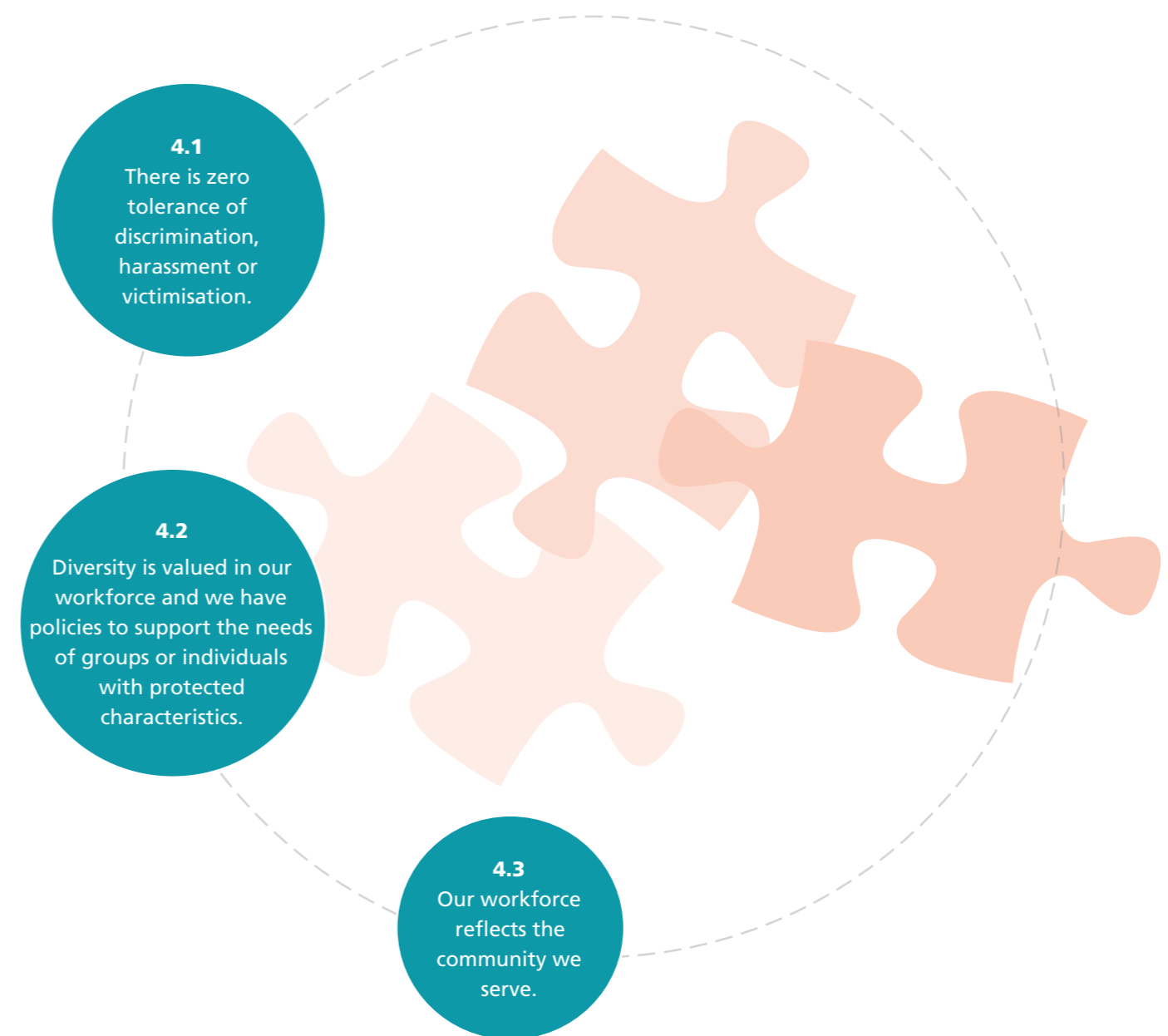
Theme 4: Ensuring equality for all

What we want to achieve

The Council is committed to providing equality of opportunity both as a service provider and as an employer. The Council recognises the benefits of a diverse workforce and is committed to the goal of eliminating discrimination and promoting equality and diversity across the organisation. We are committed to promoting and celebrating diversity throughout the Council by consulting, engaging and acting on the views and concerns of employees and embedding these issues into service delivery, policy development and employment practice.

Outcomes we have planned

The main outcomes planned are as follows:

4.1
There is zero tolerance of discrimination, harassment or victimisation.

4.2
Diversity is valued in our workforce and we have policies to support the needs of groups or individuals with protected characteristics.

4.3
Our workforce reflects the community we serve.

ACTION PLAN

What we will do	How we will carry this out	Owner	Start	End	Status
Outcome	**Theme 1: Planning effectively for our Council's future needs**				
1.1 Directorates use their Workforce and Succession Plans to support the needs of their business and these are aligned with the Workforce Strategy	1.1.1 We will forecast workforce requirements and align the workforce with Council priorities and service demands.	Directors CBSG	June 2015	31 March 2016 (Annual review cycle between March and September each year)	
1.2 The Council have an effective Policy Framework that enables the Workforce Strategy.	1.2.1 A structured programme of work which embraces engagement and collaborative working with stakeholders and takes account of emerging legislation.	Directors Head of OD&HR	August 2015	30 Sept 2015 (annual review cycle)	
	1.2.2 Cyclical review of a proportion of HR policies on an annual basis.	Head of OD&HR	August 2015	31 March 2020	
1.3 DG Transform provides flexibility within the workforce.	1.3.1 We will use the DG Transform programme and policies: - • Redeployment • Vacancy Management • Matching • Early Retirement/Voluntary Severance Scheme (ERVS) • Workforce Establishment • DG Transform Phases 1&2. • Redundancy Policy	Directors Heads of Service Head of OD&HR	August 2015	August 2018 (Initial 3 year programme)	
1.4 Best practice, improvement and innovation is implemented to deliver our needs.	1.4.1 By carrying out benchmarking across a range of organisations and by utilising our networks to share best practice and resources.	Director Corporate Services Head of OD&HR	April 2015	April 2020	
	1.4.2 Implement the findings from the Training and Development Review.	Head of OD & HR	April 2015	March 2016	
1.5 High quality standards and measurable improvements are delivered on our workforce performance.	1.5.1 Further development of performance indicators to accurately reflect the methods by which we critically assess our progress.	Directors Head of OD&HR	April 2015	April 2016 Then annual review.	

Performance			
Indicator	Current Baseline	2020 Target	Responsible Officer
Proportion of services with Workforce Plans in place. The staging of this will reflect changes in Service Function as part of Shape Programme over the next 3 years.	New Indicator	Initial plans in place by 2016 then annual review 20% each year [100% by 2020]	Directors / Heads of Service
Proportion of services with Succession Plans in place. The staging of this will reflect changes in Service Function as part of Shape Programme over the next 3 years.	New indicator	Initial plans in place by 2016 then annual review 20% each year [100% by 2020]	Directors / Heads of Service
Proportion of HR policies reviewed in line with CIPD good practice.	New indicator	20% each year [100% by 2020]	Head of OD & HR
Establishment Control - %of vacancies on I-Trent.	10%	1% reduction each year [5% by 2020]	Director
Establishment Control – percentage of temporary employees employed by Council.	17%	Reduction each year to achieve 10% by 2020	Director

What we will do	How we will carry this out	Owner	Start	End	Status
Outcome	**Theme 2: Improve employee engagement**				
2.1 We are open, transparent and engender trust and encourage individuals and teams.	2.1.1 Ensure our first line managers and supervisors are equipped with the skills necessary to fulfil their roles using our flexible learning approach	Directors Heads of Service	April 2016	April 2020	
2.2 Our employees participate in consultation and influence decisions on service delivery.	2.2.1 Review and improve our employee engagement and communication arrangements at service and corporate level	Heads of Service Communications Manager	October 2015	October 2016	
	2.2.2 Focus groups, engagement sessions, staff surveys, liaison with Trades Unions.	Director Corporate Services Head of OD & HR	August 2015	December 2015	
	2.2.3 Refresh our exit interview arrangements and use the information on the reasons for staff leaving the organisation	Directors Head of OD&HR	October 2015	Oct 2016	
2.3 Our employees recognise their role in the achievement of the Council's Priorities.	2.3.1 Review and improve the flow and content of information to our front line staff to ensure they understand how they contribute to the achievement of Council Priorities.	Directors Heads of Service Communications Manager	July 2015	April 2020	
2.4 We have open clear, and appropriate communication between employees at all levels and they listen to each other.	2.4.1 Undertake more frequent staff surveys to obtain the views of our employees.	Director Corporate Services Performance and Reward Manager Communications Manager	August 2015	April 2020	
2.5 We recognise and reward innovation and excellent performance.	2.5.1 Undertake a review of the various elements of our system of reward and design options which are fit for purpose'	Head of OD& HR Performance & Reward Manager	April 2015	September 2016	
	2.5.2 Develop and implement a comprehensive strategy for recognising the achievements and performance of employees.	Head of OD&HR CBSG	October 2016	March 2017	
2.6 There is improved health and wellbeing at work.	2.6.1 Develop initiatives to encourage health and wellbeing alongside action plans to improve attendance.	Performance and Reward Manager/ Health and Wellbeing Unit/NHS Partner	July 2015	December 2016	
	2.6.2 Develop a new policy and approach which supports our employees who experience work related stress.	Performance and Reward Manager	April 2015	October 2015	
	2.6.3 Working with services and NHS partners to develop wellbeing initiatives which support achievement of the HWL Gold award.	Performance and Reward Manager	April 2015	December 2016	
	2.6.4 Implement a new occupational health contract	Performance and Reward Manager	April 2015	June 2015	
	2.6.5 Implement Caring for Carer's Kitemark for Employers	Performance and Reward Manager	April 2015	June 2015	

Performance			
Indicator	**Current Baseline**	**2020 Target**	**Responsible Officer**
Healthy Working Lives Award	Silver Award (Attained 2013)	Gold Award December 2016	Performance and Rewards Manager
Average no. of days lost per teacher through sickness absence	6.94 days	6.5 days	Director CYPLL
Average no. of days lost per all other local government employees through sickness absence	11.05 days	9 days (4%)	Directors/Heads of Service
Percentage of staff who know how their job contributes to Council Priorities.	80%	2015/16 - 80% 2017/18 - 85% 2019/20 - 85%	Head of OD& HR

| What we will do	How we will carry this out	Owner	Start	End
Outcome	**Theme 3: Enabling our Employees to Succeed**			
3.1 Employees have the right skills ability and experience to perform their duties to the highest standard and deliver Council Priorities.	3.1.1 Identification of the competencies required within current and future job roles. Development of competency frameworks for appropriate staff groups.	Director CYPLL Head of OD&HR CBSG	April 2018	March 2020
	3.1.2 Identify improvements to the PDR scheme including documentation, training and its alignment to business plans.	Head of OD&HR	April 2017	March 2018
	3.1.3 Support services to develop appropriate career grade schemes and provide advice and guidance around the development of these to support succession planning.	Heads of Service Head of OD&HR	April 2017	March 2019
	3.1.4 Services will develop structures taking into consideration delivery of business objectives based on need, affordability and equalities.	Directors Heads of Service	April 2015	April 2020
3.2 Learning plans based on identified needs and PDRs help deliver the workforce and business plans.	3.2.1 Management of data for the targeting of learning and development activity at an individual and service level.	Head of OD &HR Head of Finance	April 2015	31 March 2017
3.3 Learning and development activity is prioritised to deliver Learning Plans.	3.3.1 PDR based learning objectives for the forthcoming year are captured for all staff and set out in Learning Plans.	Directors Heads of Service	April 2015	Annually from March 2016
	3.3.2 Ensure skills and abilities identified in learning plans meet the needs of services for the future. Facilitate a match and gap analysis across services.	Directors Heads of Service Head of OD&HR	April 2015	31 March 2016
3.4 Employees build transferable skills to support their own personal and career development and meet future service needs.	3.4.1 Align development plans to business outcomes.	Directors Heads of Service	Sept 2015	May 2016
	3.4.2 A systematic approach to identifying internal based mentoring capacity and any related training needs that can support our future leaders.	Director CYPLL	April 2016	March 2018
3.5 We will support our Looked after Young People in finding employment .	3. 5.1 24 Looked after Young People will be offered a 6 month placement under a programme to support them to tackle practical barriers they face in finding employment.	Directors CSWO	April 2015	April 2018

Performance			
Indicator	**Current** **Baseline**	**2020** **Target**	**Responsible Officer**
Proportion of services with service learning plans.	New Indicator	20% in each year [100% by 2020]	Heads of Service
Percentage of Graduates who secured sustainable employment or returned to full-time education following completion of the programme.	83%	90% from 2015/16	Head of OD & HR
% of Modern Apprenticeships who secure employment or other positive destination following completion of the programme.	New Indicator	80% From 2015/16	Head of Employability Head of OD & HR
% of employees who have completed an annual Performance Development Review.	83% June 2014	95% by 2020	Directors

Workforce Planning Framework

What we will do	How we will carry this out	Owner	Start	End	Status
Outcome	**Theme 4: Ensuring equality for all**				
4.1 There Is zero tolerance of discrimination, harassment or victimisation.	4.1.1 Ensure managers create a positive and non-discriminatory working environment and provide staff with the skills and knowledge to recognise discrimination and how to act appropriately to report and tackle it.	Head of OD&HR Heads of Service CBSG	April 2017	Annual Review	
	4.1.2 Use the Policy Development Framework to develop Council policies/ procedures linking workstreams to equality outcomes to ensure our policies/procedures are fit for purpose.	Head of OD&HR	August 2015	30 Sept 2015 (annual review cycle)	
4.2 Diversity is valued in our workforce and we have policies to support the needs of groups or individuals with protected characteristics.	4.2.1 Gather and monitor equalities data to identify any groups at a particular disadvantage in relation to specific employment practices and, where appropriate, implement 'positive action' measures.	Head of OD&HR Heads of Service	April 2015	March 2020	
	4.2.2 Evidence-based and proportionate interventions to redress any imbalances identified.	Head of OD&HR Heads of Service	April 2015	March 2020	
4.3 Our workforce reflects the community we serve.	4.3.1 Assessment of the effectiveness of recruitment and retention practices in reaching and retaining all sectors of our community within the workforce	Policy and Planning Manager	April,2015	April 2020	

Performance			
Indicator	**Current Baseline**	**2020 Target**	**Responsible Officer**
% of employees who have had equality and diversity training.	50% New indicator	Increase the number trained by 10% each year [100% by 2020]	Heads of Service Policy and Planning manager
% employees in the highest paid 5% of earners among council employees that are women.	50.15%	49%	Directors Heads of Service
Reduce gender pay gap and support other improvements.	7.6%	Reduction of 0.3% by 2017and a further reduction of 0.3% by 2019 [7.0 % by 2020]	Directors Head of OD&HR

Dumfries & Galloway
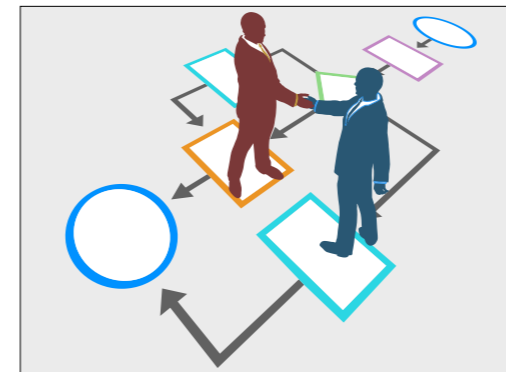
Introduction

Workforce Planning is the process used to ensure that the right people with the right skills, knowledge and behaviours are deployed appropriately throughout the organisation. It provides links between business strategies and people plans for recruitment and retention, staff development and training and it is about how organisations get to where they want to be.

This framework has been designed to allow Departments to adopt a consistent approach and an opportunity for longer-term thinking about future service pressures and what needs to be undertaken to get workable strategies in place, not only for people development, but for financial and change management too.
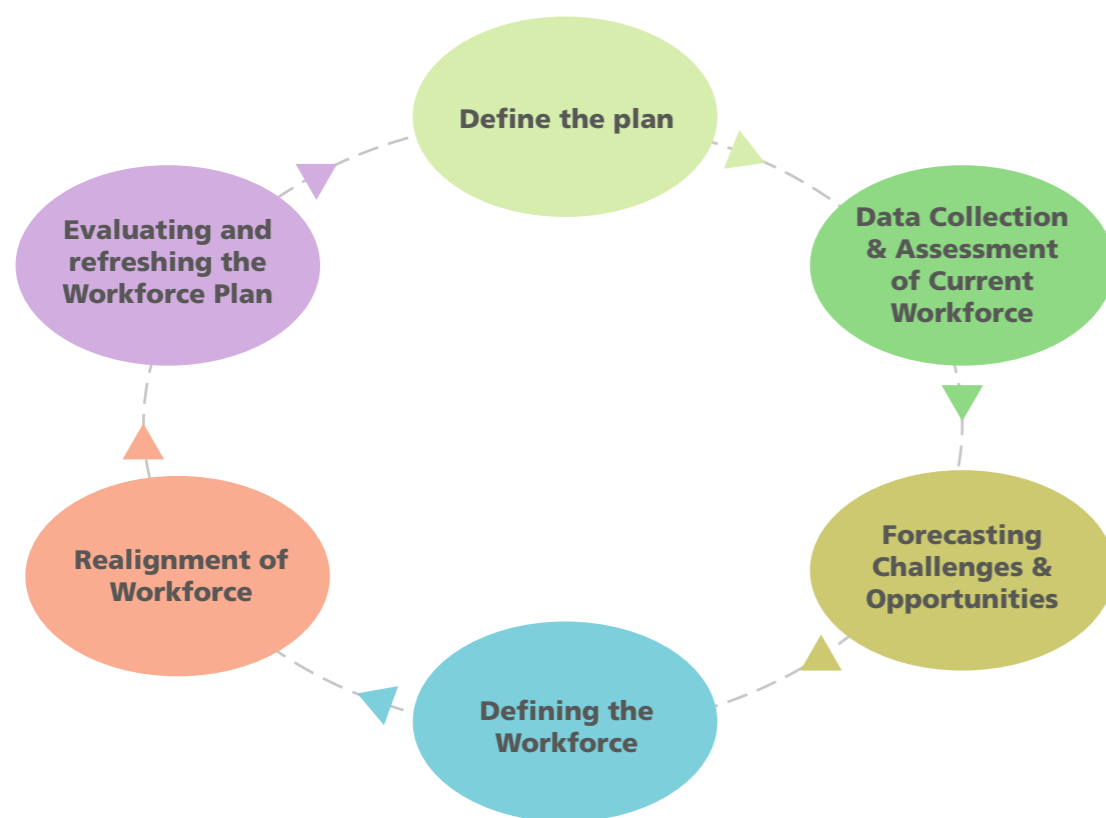
The comparison between the current workforce and the desired future workforce will highlight shortages, surpluses and competency gaps, whether due to external pressure or internal factors.

These gaps become the focus of a succession plan which is a strand of workforce planning and helps prevent any significant delays in filling positions within the Council which are regarded as critical.

Our Workforce Planning Cycle is described in the six stage cyclical framework below: -

The Council's Workforce Planning Framework has been developed to provide managers with guidance to enable them to implement the Workforce planning process within Directorates.

Workforce Plans should be developed in line with three year Business Plans should be treated as live documents and be reviewed in order to respond to changing circumstances.

Define the plan → **Data Collection & Assessment of Current Workforce** → **Forecasting Challenges & Opportunities** → **Defining the Workforce** → **Realignment of Workforce** → **Evaluating and refreshing the Workforce Plan**

Stage 1 – Define the Plan

The purpose of this stage is to describe the context of your plan in terms of your Directorate. Identify who needs to be involved, the resources required and the process for approval.

Key questions to be considered include:-

- The level at which plans are to be produced?
- Which services and staff groups are to be included?
- Who is responsible for leading on and producing the plan?
- Who is responsible for approving the plan?

Stage 2 - Data collection and assessment of Current Workforce

Workforce information at 1 April from iTrent

Area 1: Workforce summary by position

Information required should include headcount, %staff, Full time, part time, and the total fte.

Area 2: Workforce summary by age:

Under 20, 20+, 30+, 40+, 50+ and over 60's

Area 3: Workforce turnover

The position, band (including range) and reason for leaving should be included.

Area 4: Vacant Positions

Position, Band (including range), and reason for vacancy.

Area 5: Workforce by gender and contract type

The numbers of male and female employees and including the full time or part time split information.

Area 6: Details of casual staff and agency workers

The information provided should include the post details, the reason for engagement and the salary/cost of the worker over the previous 12 months.

Area 7: Frequency of overtime

Overtime details for the previous 12 months providing position title, salary & cost, reason and frequency.

Area 8: Workforce training and development needs identified

All details, name, position, course identified, provider and cost.

Stage 3 - Forecasting Challenges and Opportunities

This stage of the process is about identifying the range of issues that face your Department over the next three years. You need to be clear how service delivery will change over this period and take into account changes in demand, policy and legislation. Where uncertainty exists, use scenario planning to develop a range of options. Tools such as PEST/LE and STEEP can be utilised to help identify internal and external factors. Reference should also be made to the Single Outcome Agreement and Council priorities.

Listed below are examples of external and internal factors:-

- Review of birth rates within D&G to anticipate future school rolls and the requirements for teachers, classroom assistants
- Review of life expectancy within D&G – as this increases we may need to develop services to help people remain independent in their homes
- Legislative changes
- New initiatives
- Predicted number of graduates from local and national universities that managers should be targeting for employment opportunities within the Council
- A reliance on staff in posts funded on a temporary basis to sustain service delivery
- Absence rates and concentration of absence

Stage 4 – Defining the Future Workforce

Once the workforce data has been collated, the current positions analysed (stage 2) and the forthcoming challenges and opportunities have been identified (stage 3) the next key stage is to consider the future workforce needs of the service

The table below provides a guide for managers to list the workforce needs and estimated costs. At this stage of the process managers should identify both additional resources required and reductions in future resource requirements. Should mangers establish that the Department has a surplus of staff then actions and plans on how this will be managed in the future should be outlined within stage 5 of the Framework.

	Headcount			Cost (£)(Increase or potential decrease)		
Position Title	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
1						
2						
TOTAL						

During this stage of the process the skills and capability requirements of the workforce should also be determined with estimated costs. This should be linked back to Table 8 at Stage 2 of the process and can help inform any required succession plan/s.

Stage 5 – Realignment of Workforce

This stage should detail strategies and action plans to bridge the supply and demand gaps that have been identified. On occasions services may identify surplus, skilled staff than what is needed for the future, therefore actions and plans need to incorporate a proposal on how this will be taken forward by the Service.

Reference should be made to the Council's DG Transform Policies to ensure services maximise the best solution available to both the Service and the Council's resources e.g. redeployment, early retirement.

http://connect.dgcouncil.net/index.aspx?articleid=2436 - Redeployment Policy

http://connect.dgcouncil.net/index.aspx?articleid=2433 – Early Retirement Policy

When developing strategies some issues to consider are:

- The cost associated with the strategies for addressing competency or skill gaps
- The use of retraining and redeployment options to fill competence gaps
- The development of appropriate retention strategies
- Implementing a career development programme
- Succession planning interventions
- Possibility of partnership working

Plans need to have clear approaches, be assigned to teams or individuals and have milestones for progress to be monitored.

Strategies and action plans identified at this stage of the Workforce Plan should be incorporated into Departmental Business Plans outlining how Services will realign their workforce.

	Action	Description	Planned outcome	Owner	Start date	End date
1						
2						

Stage 6 - Evaluating and Refreshing the Workforce Plan

Workforce plans should be reviewed annually, and the overall plan should act as a guide for managers to ensure that the right people with the right skills are in the right jobs.

This section of the template should record who will be responsible for leading the review process and when this will take place.

During the evaluation and refresh stage Services should attach previous plans as appendices and demonstrate within the evaluation where improvements are being made and highlight areas of risk.

Key questions that should be asked at part of this stage include:-

- Is the plan meeting its objectives?
- To what extent are the Council priorities being achieved?
- What is the impact on workforce gaps? Are the gaps being closed quickly enough to ensure that the departmental/organisational objectives can be met?
- Are strategies being implemented effectively?
- Are the right people being involved in the process?
- What is working well?
- What areas of the plan need to be improved?
- Are outcomes thoroughly and regularly evaluated to assess progress against the overall plan?
- Are any additional resources required to complement future workforce planning?