Workforce Plan

Scottish Information Commissioner



- 1. The Workforce Plan helps the Commissioner to:
 - monitor and plan resources
 - align the needs and priorities of our organisation as regards its workforce
 - meet statutory and service requirements
 - as far as possible, reduce costs by helping management to anticipate shortages or surpluses of human resources
 - provide a basis for planning employee development
 - assist the overall business planning process
 - take account of relevant equality and diversity matters in future growth and strategic plans
- 2. The Workforce Plan will take account of the numbers of employees and the kinds of skills and training needed to achieve the Strategic Plan objectives. As our budget planning is carried out on an annual basis, it is difficult to plan long term for workforce variations. However, it is considered appropriate for the Workforce Plan to align with the time period of the Strategic Plan 2023-24 (SP) and, also, to be reviewed when the SP is reviewed. The SMT should also anticipate the workforce numbers and the kinds of skills and training needed to achieve the SP objectives over the four-year period of the plan. When the SP is reviewed, the workforce plan should be revised and updated.
- 3. The impact of any extension or relaxation of exclusions or exemptions of FOI law will also need to be taken into account in the Workforce Plan so that human resources requirements can be reviewed.
- 4. The Workforce Plan objectives that are set out below should align with SP objectives which are:

Strategic Plan (SP) 2020-24 Objectives

1 increase knowledge and understanding of FOI rights

2 enable and support high standards of FOI policy and practice

³ develop Scottish public sector culture and practice where the proactive disclosure of information is routine and valued

⁴ influence and support the development and strengthening of Scottish FOI law and practice

⁵ contribute to Scotland being respected as a world-leader in openness and transparency

⁶ be recognised as an organisation of independent and trusted experts that is run efficiently, governed effectively and is open and transparent

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Area of	Workforce Objective	How	Priority	Who's	By when	Resources (time, liaison	Budget	SP	Status
concern	(Specific,		level	responsible		with, etc)		objective	
	measurable,							it aligns	Not Started
	achievable, relevant,							to	(NS)
	time based)								Started (S)
									Complete (C)
Priority level	High priority	Medium Priority				Low priority		-	
Resource	Commissioner	 monitor RTW interviews for SMT 		Commissioner	End of each quarter	Additional time resource	No allocated budget	2,4,5,6	
monitoring	monitor sickness	apply absence management policy to		HOCS	2023-24				
	absence in the SMT	SMT				Liaise with: HOCS			
	team	advise HOCS of shortages or surpluses				FAM			
	• seek guidance from	of human resources							
	HOCS/FAM when								
	one period of absence exceeds 15								
	working days								
	anticipate shortages								
	or surpluses of								
	human resources								
	SMT	Review annual workforce trends for		SMT	End of Q1 2023-24	Additional time resource	No allocated budget	2,4,5,6	Completed
	 consider workforce 	period 1 April 2022 – 31 March 2023							
	trends					Liaise with: HOCS			
						FAM			
	Enforcement	 monitor RTW interviews 		HOE	End of each quarter	Additional time resource	No allocated budget	2,4,5,6	
	 monitor sickness 	 apply absence management policy 		DHOE	2023-24				
	absence in the	 advise HOCS by email of shortages or 				Liaise with: HOCS			
	enforcement team	surpluses of human resources				FAM			
	• seek guidance from								
	HOCS/FAM when								
	one period of absence exceeds 15								
	working days								
	anticipate shortages								
	or surpluses of								
	human resources								
	Policy and	monitor RTW interviews		НОРІ	End of each quarter	Additional time resource	No allocated budget	2,4,5,6	
	Information	apply absence management policy		DHOPI	2023-24				
	 monitor sickness 	advise HOCS of shortages or surpluses				Liaise with: HOCS			
	absence in the policy	of human resources				FAM			
	and information								
	team								
	 seek guidance from 								
	HOCS/FAM when								
	one period of								
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	or surpluses of								
	human resources								

	Corporate Services	monitor RTW interviews	HOCS	End of each quarter	Additional time resource	No allocated budget	2,4,5.6]
	monitor sickness	 apply absence management policy 	11000			The anotated budget	2, 1,0,0	
	absence in the	 advise Commissioner of shortages or 			Liaise with:			
	corporate services	surpluses of human resources			FAM			
	team	sulpluses of numan resources						
	• if one period of							
	absence exceeds15							
	working days,							
	consider absence							
	management							
	requirements							
	 anticipate shortages 							
	or surpluses of							
_	human resources							
Resource	 Commissioner 	 SMT monitor appointment process for 	SMT	End of Q2 2023-24	Additional time resource	No budget allocated	All	
Planning	demits office on 16	new Commissioner						
	October 2023	Commissioner liaise with SPCB re:			Liaise with:			
Organisation		Acting Commissioner/Accountable			SPCB			
		Officer			HOCS			
		 consider business continuity in event of 			FAM			
		no Commissioner being appointed						
			SMT	End of 04 2022 24	Additional time recourse	No hudget ellegated	A 11	
	 align the needs and 	establish statutory and service		End of Q4 2023-24	Additional time resource	No budget allocated	All	
	priorities of our	requirements	HOCS		1.			
	organisation as	 carry out an organisational review – 			Liaise with:			
	regards its workforce	capabilities, number of roles and			HOCS			
	 meet statutory and 	structure			FAM			
	service requirements	-						
	 ensure business 	a reduced SMT						
	continuity as regards							
	its workforce							
Resource	Enforcement	 Carry out departmental review – 	HOE	End of Q2	Additional time resource	No budget allocated	2,4,5, 6	
planning	 improve operational 	capabilities, number of roles and						
	efficiency by	structure			Liaise with:			
Departments	ensuring the team				HOE			
	structure has the				DHOE			
	skills, resilience and				HOCS			
	capabilities correctly							
	aligned to							
	departmental goals							
	and objectives							
	 resourced 							
	appropriately so that							
	efficiency can be							
	increased with							
	reference to KPI							
	performance							
	consider whether							
	opportunities for staff							
	development,							
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	gaining additional							

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	when suitable								
	vacancy arises								
Equality and	Take account of	•		Commissioner	Annual	Additional time resource	No budget allocated	All	
diversity	relevant equality and								
	diversity matters in					Liaise with:			
	future growth and								
	strategic plan					• SMT			
	Review of Equality	•		SMT	3 yearly (or as required)		No budget allocated	ΔΠ	
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	Annual workforce	•	· · · · · · · · · · · · · · · · · · ·	SMT	Annual	HOCS	No budget allocated	All	2022-23
	Equality and					FAM			survey and
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	related reporting								completed
III health	Review ill health	 Review 2022-23 total (not individual) ill 	•	SMT	By end of Q1 2023-24	• HOCS	No budget allocated	2,4,5,6	Completed
absence									
	<u>absence</u>				(Review also undertaken				
	<u>absence</u>	health absence statistics for 2022-23			as part of QSMTM Q4	• FAM			
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Workforce turnover	 Staff turnover in 2022- 23 3 members of staff resigned inward secondment ended 6 members of staff recruited 3 - 2022-23 3 - 2023-24 3 new members of staff started employment in 2022- 23 no exit packages used staff turnover 5.4% 	 Review 2022-23 staff turnover For information - prior year comparison-2021-22: 2 members of staff resigned 1 member of staff was employed on inward secondment no exit packages used staff turnover percentage: 9% 	HOCS	End of Q2	Additional time resource Liaise with: • FAM/CST	No budget allocated	2,4,5,6	Completed
Recruitment - SMT	ensure decision making prompt and relevant when vacancy arises	 Commissioner to critically examine whether gap in the SMT which needs to be filled consider whether recruitment is the most appropriate solution to filling a vacancy options include: re-organising work by the distribution/increasing responsibilities of an existing staff member redesigning job tasks restructuring redeployment secondment using agency staff (temporary) for short term work requirements Commissioner to prepare CR (using relevant CR template and in consultation with HOCS) 	SMT	Review and CR to be submitted to SMT within 4 weeks of the notice being accepted/vacancy arising	Additional time resource Liaise with: HOCS FAM – re: availability of resource for recruitment exercise	No budget allocated	2,4,5,6	Not started
Recruitment – member of staff	When vacancy arises: • head of department within which vacancy arises to prepare CR (using relevant CR template and consulting HOCS)	 Head of department to: critically examine whether there will be a gap in team which needs to be filled consider whether recruitment is the most appropriate solution to filling a vacancy options include: re-organising work by the distribution/increasing 	SMT	Review and CR to be submitted to SMT <u>within</u> <u>4 weeks</u> of the notice being accepted/vacancy arising	Additional time resource Liaise with: HOCS FAM – re: availability of resource for recruitment exercise	No budget allocated	2,4,5,6	Not started

		responsibilities of an existing						
		staff member						
		 redesigning job tasks 						
		 restructuring 						
		 redeployment 						
		secondment						
		using agency staff (temporary)						
		for short term work requirements						
		Head of Department to prepare CR						
		(using relevant CR template and in						
		consultation with HOCS)						
Recruitment	Review recruitment	Review recruitment costs 2022-23	HOCS	End of Q1	Additional time resource	No budget	2,4,5,6	Not started
costs	costs to achieve		FAM			allocated		
	savings of at least				Liaise with:			
	10% (based on				FAM			
	anticipated							
	recruitment)							
Security	Ensure security vetting	 Review security vetting arrangements 	HOCS	End of Q1	Additional time resource	No budget allocated	2,4,5,6	Not started
vetting	procedures	retret boounty voting analysmonia	FAM					
	appropriate and				Liaise with:			
	resource efficient as				SPCB			
	possible				FAM			

Document control sheet

Document Information					
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E.g. C5 Key Documents Handbook v01 CURRENT ISSUE					
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Date of last update					

Summary of	changes to d	locument		
Date	Action	Version	New	Brief description
	by	updated	version number	
	(initials)	(e.g. v01.25-36)	(e.g. v01.27, or 02.03)	(e.g. updated paras 1-8, updated HOPI to HOCS, reviewed whole section on PI test, whole document updated, corrected typos, reformatted to new branding)
15/06/23	BOW	01.00	01.01	New document created following approval of draft
15/06/23	BOW	01.01	01.03	DCS updated, published on website

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