# 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

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

<sup>4</sup> influence and support the development and strengthening of Scottish FOI law and practice

<sup>5</sup> contribute to Scotland being respected as a world-leader in openness and transparency

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

#### Page 1

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	<ul> <li>monitor RTW interviews for SMT</li> </ul>		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
	<ul> <li>consider workforce</li> </ul>	period 1 April 2022 – 31 March 2023							
	trends					Liaise with: HOCS			
						FAM			
	Enforcement	<ul> <li>monitor RTW interviews</li> </ul>		HOE	End of each quarter	Additional time resource	No allocated budget	2,4,5,6	
	<ul> <li>monitor sickness</li> </ul>	<ul> <li>apply absence management policy</li> </ul>		DHOE	2023-24				
	absence in the	<ul> <li>advise HOCS by email of shortages or</li> </ul>				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				
	<ul> <li>monitor sickness</li> </ul>	advise HOCS of shortages or surpluses				Liaise with: HOCS			
	absence in the policy	of human resources				FAM			
	and information								
	team								
	<ul> <li>seek guidance from</li> </ul>								
	HOCS/FAM when								
	one period of								
	absence exceeds15								
	working days								
	anticipate shortages     or curpluses of								
	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	<ul> <li>apply absence management policy</li> </ul>	11000			The anotated budget	2, 1,0,0	
	absence in the	<ul> <li>advise Commissioner of shortages or</li> </ul>			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							
	<ul> <li>anticipate shortages</li> </ul>							
	or surpluses of							
_	human resources							
Resource	<ul> <li>Commissioner</li> </ul>	<ul> <li>SMT monitor appointment process for</li> </ul>	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:			
<b>Organisation</b>		Acting Commissioner/Accountable			SPCB			
		Officer			HOCS			
		<ul> <li>consider business continuity in event of</li> </ul>			FAM			
		no Commissioner being appointed						
			SMT	End of 04 2022 24	Additional time recourse	No hudget ellegated	A 11	
	<ul> <li>align the needs and</li> </ul>	establish statutory and service		End of Q4 2023-24	Additional time resource	No budget allocated	All	
	priorities of our	requirements	HOCS		1.			
	organisation as	<ul> <li>carry out an organisational review –</li> </ul>			Liaise with:			
	regards its workforce	capabilities, number of roles and			HOCS			
	<ul> <li>meet statutory and</li> </ul>	structure			FAM			
	service requirements	-						
	<ul> <li>ensure business</li> </ul>	a reduced SMT						
	continuity as regards							
	its workforce							
Resource	Enforcement	<ul> <li>Carry out departmental review –</li> </ul>	HOE	End of Q2	Additional time resource	No budget allocated	2,4,5, 6	
planning	<ul> <li>improve operational</li> </ul>	capabilities, number of roles and						
	efficiency by	structure			Liaise with:			
<b>Departments</b>	ensuring the team				HOE			
	structure has the				DHOE			
	skills, resilience and				HOCS			
	capabilities correctly							
	aligned to							
	departmental goals							
	and objectives							
	<ul> <li>resourced</li> </ul>							
	appropriately so that							
	efficiency can be							
	increased with							
	reference to KPI							
	performance							
	consider whether							
	opportunities for staff							
	development,							
	·							
	gaining additional							

experience for example, • aftor fremdog in other leader • aftor fremdog • aftor fremdog	 							
<ul> <li>             • and or termsong in other teams • and or teamsong • and or teamsong</li></ul>	experience for							
Image: Series of the set of	example,							
<ul> <li>indice transmit</li> <li>when statistice</li> <li>when statistice</li> <li>when statistice</li> <li>when statistice</li> <li>when statistice</li> <li>when statistice</li> <li>cargo out departmental review - capabilities, number of roles and engentinges concerning intervention bis his encoursed</li> <li>encoursed</li> <li>encoursed</li></ul>	<ul> <li>short term/long</li> </ul>							
Image: Comparison of the service of roles and structure of r								
whom subble vacancy article         control of departmental review - capabilities, matter of roles and structure         HOPI         End of Q2 2023-24         Additional time resource         No budget allocated Listice with: - HOPI - OHOPI - OHOPI	in other teams							
whom subble vacancy article         control of departmental review - capabilities, matter of roles and structure         HOPI         End of Q2 2023-24         Additional time resource         No budget allocated Listice with: - HOPI - OHOPI - OHOPI	<ul> <li>"acting up"</li> </ul>							
eventory arres         curry out departmental review structure         End of Q2 2023-24         Additional time resource         No budget allocated         2.4.5.0           Policy and Information • improve operational efficiency by ensuring the team shoutch bits the siture.         Curry out departmental review- ensuring the team shoutch bits the siture.         HOPI         End of Q2 2023-24         Additional time resource         No budget allocated         2.4.5.0           Improve operations ensuring the team shoutch bits the siture.         ensuring the team shoutch bits the siture.         HOPI         End of Q2 2023-24         Additional time resource         No budget allocated         2.4.5.0           Improve operations ensuring the team shoutch bits the ensuring the team shoutch bits th								
Policy and Information       - Carry cut departmental review - capabilities, number of roles and structure bases structure bases structure structure bases structure structu								
Information improve operations officiency by orsuring the basin structure has the structure has the		<ul> <li>Carry out departmental review –</li> </ul>	HOPI	End of Q2 2023-24	Additional time resource	No budget allocated	2,4,5,6	
<ul> <li>improve operational officiency by summer of roles and solutions of the sum solution by sum solution and objectives</li> <li>campabilities correctly algorithmental point of the sum solution of the sum solution</li></ul>						U U		
efficiency by orsung the form attructor has the addigned interaction of capabilities correctly aligned to departmental public and dejectives • resourced appropriately to that efficiency with reference to KPI performance • consider whether opportunities for staff development, geining additional experiments of the performance • consider whether opportunities for staff development, geining additional experiments of the performance • consult whether example.       • Carry out departmental review- capabilities, number of roles and structure has the structure has the additional time resource • improve apprentical end opportunities or relation of the performance example.       • MOPI • HOCS       End of 02       Additional time resource Lucies with: • FAM       No budget allocated 2.4.5.6	<ul> <li>improve operational</li> </ul>	-			Liaise with:			
ensuing the team       ensuing the team       • OPOPI         structure has the       structure has the       • OPOPI         structure has the       ensuined       • OPOPI         aligned to       deportmental goals       • OPOPI         and objectives       • essured       • essured         • essured       • essured       • essured         • ensured       • essured       • essured         • ordination of the team       • essured       • essured         • ordination of team       • essured       • essured         • ordination of team       • essured       • essured         • ordination of team       • essured       • essured         • stating use training additional experience for essured       • essured       • essured         • stating use training the team state       • carry out departmental review - capabilities, number of roles and structure       • essured         • essured       • essured       • essured       • essured       • essured         • essured       • essured       • essured       • essured       • essured         • essured       • essured       • essured       • essured       • essured         • essured       • essured       • essured       • essured       • essured								
stituture has the skills, resilience and capabilities correctly aligned to departmental geals and objectives       • MOCS         • HOCS       • HOCS         • HOCS       • HOCS         • uscarded appropriately so that eliferency to KPI performance • consider what her opportunities for start opportunities for start opportunities for start opportunities for start opportunities correcty • additional subtract       • Carry out departmental review - capabilities, number of roles and startouries         • Corporate Serves       • Carry out departmental review - capabilities, number of roles and startouries       HOCS         • Corporate Serves       • Carry out departmental review - capabilities, correct autouries       HOCS         • Source of example, • startouries       • Carry out departmental review - capabilities, number of roles and startouries       HOCS         • ingrove operatorial efficiency y an be ensured and objectives       • Carry out departmental review - capabilities, correct autouries       HOCS								
exist. resilione and capabilities correctly digner to departmental galas and abjectives essourced essourced essourced by with reference to RPI performance consider whether opportunities for staff development, gaining additional experience for example.       • HOCS       • HOCS         • consider whether opportunities for staff development, gaining additional experience for example.       • Curry out departmental review- capabilities, number of roles and structure       • HOCS       • HOCS         • budget allocate experience for example.       • Curry out departmental review- capabilities, number of roles and structure       • HOCS       End of Q2       Additional time resource Liaise with: • FAM       No budget allocated 2.4,5, 6								
capabilities correctly       aligned to       a					• HOCS			
aligned to depertunction [gots] and objectives       - resourced and objectives       - resourced appropriately so that officiency can be increased by with reference to KPI performance       - consider whether opportunities for shaft development, garing additional experience for example.       - consume opportunities for shaft development, garing additional experience for example.       - consume opportunities for example.								
departmental galais       and objectives         • resourced       appropriately so that efficiency can be increased by with reference to KPI porformance       increased by with reference to KPI porformance       increased by with reference to KPI porformance         • consider whether opportunities for saff development, gaining additional experience for example,       • carry out departmental review - structure has the studence of roles and structure has the studence of roles and structure has the studence of roles and structure on be       HOCS       End of Q2       Additional time resource Liaise with: • FAM       No budget allocated       2.4.5.6								
and objectives       - resourced appropriately so that efficiency can be increased by with reference to KPI performance       - consider whether opportunities for staff development, gaining additional expensions       - consider whether         • consider whether opportunities for staff development, gaining additional expensions       - consider whether       - consider whether         • short term/ong term placement in other teams • "storture varies       - corry out departmental review - consory when suitable       - corry out departmental review - consory when suitable       - Corporate Services       - corry out departmental review - consory when suitable	_							
I ensured appropriately so that afficiency can be increased by with reference to KPI performance consider whether appopriate whether appopriate whether appopriate whether appopriate sort is all development, againing additional experience for example. I ensuring the taxes are applied whether appopriate is and appropriately so that and objectives and appropriately so that afficiency can be increased by with reference to KPI performance for example. I ensuring the taxes are applied appropriately so that afficiency can be increased by appropriately so that afficiency can be increased by appropriately so that appropria								
appropriately so that officiency can be increased by with reference to KPI performance consider whether apporting for shaft development, gaming additional experience for example, o short terrilong term placement in other teams o "acting up" when suitable vacancy arises       • Carry out departmental review – capabilities, number of roles and afficiency by ensuitable vacancy arises       • Carry out departmental review – capabilities, number of roles and afficiency by ensuitable vacancy arises       • Carry out departmental review – capabilities, number of roles and afficiency by ensuitable vacancy arises       • Carry out departmental review – capabilities, number of roles and afficiency by ensuitable vacancy arises       • Carry out departmental review – capabilities, number of roles and afficiency by ensuitable vacancy arises       • Carry out departmental review – capabilities, number of roles and afficiency by ensuitable vacancy arises       • Carry out departmental review – capabilities, number of roles and structure       • No budget allocated vacancy arises       2,4,5,6								
efficiency can be increased by with reference to KPI performance       experiments opportunities for staff development, gaining additional experiments for o short terming term placement in other teams o "sciling up" when suitable vacancy arises       • Carry out departmental review - capabilities correctly aligned to departmental galas and objectives • resourced appropriately so that       • Carry out departmental review - capabilities correctly aligned to departmental galas and objectives       • Carry out departmental review - capabilities correctly aligned to departmental galas and objectives       • Carry out departmental review - capabilities correctly aligned to departmental galas and objectives       • Carry out departmental review - capabilities correctly aligned to departmental galas and objectives       • Carry out departmental review - capabilities correctly aligned to departmental galas and objectives       • Carry out departmental review - capabilities correctly aligned to departmental galas and objectives       • Carry out departmental review - capabilities correctly aligned to departmental galas       • Carry out departmental review - capabilities correctly aligned to departmental galas       • Carry out departmental review - capabilities correctly aligned to departmental galas       • Carry out departmental review - capabilities correctly aligned to departmental galas       • Carry out departmental review - capabilities correctly aligned to departmental galas       • Carry out departmental review - capabilities correctly aligned to departmental galas       • Carry out departmental review - carry out departmental galas       • Carry out departmental review - capabilities correctly aligned to departmental galas       • Carry out departmental review - capabilities correctly aligned to departmental galas <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>								
Importance       Importance <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
Image: severe								
erformance • consider whether opportunities for staff devalopment, gaining additional experience for example, • short term/ong term placement in other teams • "acting up" when suitable vacancy arises- Carry out departmental review - capabilities, number of roles and structureHOCSEnd of Q2Additional time resource Liaise with: • FAMNo budget allocated Liaise with: • FAM2,4.5, 6	-							
Image: one of the method of								
opportunities for staff development, gaining additional experience for example, • short term/long term placement in other teams • "acting up" when suitable vacancy arises       • Carry out departmental review - capabilities, number of roles and efficiency by ensuring the team structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives • resourced appropriately so that       • Carry out departmental review - capabilities, number of roles and structure       HOCS       End of Q2       Additional time resource Liaise with: • FAM       No budget allocated       2,4,5,6	-							
development,       gaining additional       experience for         example,       o       short term/long         term placement       in other teams         o       "acting up"         when suitable       vacancy arises         Vacancy arises       • Carry out departmental review –         capabilities correctly       • Carry out departmental review –         ensuring the teams       • Carry out departmental review –         ensuring the teams       • Carry out departmental review –         ensuring the teams       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • Carry out departmental review –         ensuring the team       • FAM         ensuring to team       • FAM         ensuring to team       <								
gaining additional experience for example, o short term/long term placement in other teams o "acting up" when suitable vacancy arisesCarry out departmental review - capabilities, number of roles and structureHOCSEnd of Q2Additional time resource Liaise with: • FAMNo budget allocated2,4,5,6Corporate Services ensuing the team skills, resilience and capabilities correctly aligned to departmental goals and objectives • resourced appropriately so that efficiency can be• Carry out departmental review - capabilities, number of roles and structureHOCSEnd of Q2Additional time resource Liaise with: • FAMNo budget allocated2,4,5, 6								
experience for example, 								
example, 								
• short term/long term placement in other teams • "acting up" when suitable vacancy arises       • Carry out departmental review - capabilities, number of roles and structure       • Carry out departmental review - capabilities, number of roles and structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives • resourced appropriately so that efficiency can be       • Carry out departmental review - capabilities, number of roles and structure       HOCS       End of Q2       Additional time resource Liaise with: • FAM       No budget allocated       2,4,5,6								
term placement in other teams       term placement in other teams       employee       emplo								
in other teams       • "acting up"       when suitable       • Corporate Services       • Carry out departmental review -       capabilities, number of roles and       + HOCS       End of Q2       Additional time resource       No budget allocated       2,4,5,6         • improve operational efficiency by       • capabilities, number of roles and structure       + End of Q2       Additional time resource       No budget allocated       2,4,5,6         • kills, resilience and capabilities correctly aligned to departmental goals and objectives       • resourced       appropriately so that efficiency on be       • FAM       • FAM       • FAM       • Improve operational capabilities correctly aligned to departmental goals and objectives       • resourced       • Improve operational capabilities correctly aligned to departmental goals and objectives       • resourced       • FAM       • FAM       • Improve operational capabilities correctly appropriately so that efficiency can be       • Improve operational capabilities correctly appropriately so that efficiency can be       • Improve operational capabilities correctly appropriately so that efficiency can be       • Improve operational capabilities correctly capabilities capabilities correctly capabilities correctly capabilities correctly capabilities correctly capabilities correctl								
o       "acting up" when suitable vacancy arises       •       Corporate Services • improve operational efficiency by ensuring the team structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives • resourced appropriately so that efficiency can be       • Carry out departmental review - capabilities, number of roles and structure       HOCS       End of Q2       Additional time resource       No budget allocated       2,4,5, 6         V       • FAM								
when suitable vacancy arisesCorporate Services • improve operational efficiency by ensuring the team structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives • resourced appropriately so that efficiency can beCarry out departmental review - capabilities, number of roles and structureHOCSEnd of Q2Additional time resource Liaise with: • FAMNo budget allocated 2,4,5,62,4,5,6								
vacancy arises       vacancy arises       carry out departmental review -       hOCS       End of Q2       Additional time resource       No budget allocated       2,4,5,6         improve operational efficiency by       capabilities, number of roles and structure       structure       FAM       FAM <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>								
Corporate Services       • Carry out departmental review –         • improve operational efficiency by       • capabilities, number of roles and structure         ensuring the team structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives       • FAM         • resourced appropriately so that efficiency can be       • Carry out departmental context of the structure       • Carry out departmental review –								
<ul> <li>improve operational efficiency by</li> <li>ensuring the team structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives</li> <li>resourced appropriately so that efficiency can be</li> </ul>	 -							
efficiency by       structure         ensuring the team         structure has the         skills, resilience and         capabilities correctly         aligned to         departmental goals         and objectives         • resourced         appropriately so that         efficiency can be			HOCS	End of Q2	Additional time resource	No budget allocated	2,4,5, 6	
<ul> <li>ensuring the team structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives</li> <li>resourced appropriately so that efficiency can be</li> </ul>		-						
structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives • resourced appropriately so that efficiency can be		structure			Liaise with:			
structure has the skills, resilience and capabilities correctly aligned to departmental goals and objectives • resourced appropriately so that efficiency can be					• FAM			
capabilities correctly   aligned to   departmental goals   and objectives   • resourced   appropriately so that   efficiency can be								
aligned to   departmental goals   and objectives   • resourced   appropriately so that   efficiency can be								
departmental goals   and objectives   • resourced   appropriately so that   efficiency can be								
and objectives   • resourced   appropriately so that   efficiency can be	_							
resourced     appropriately so that     efficiency can be								
appropriately so that efficiency can be								
efficiency can be								
increased with								
	increased with							

	· · · · · · ·					1			
	reference to KPI								
	performance								
	<ul> <li>consider whether</li> </ul>								
	opportunities for staff								
	development,								
	gaining additional								
	experience for								
	example,								
	<ul> <li>short term/long</li> </ul>								
	term placement								
	in other teams								
	<ul> <li>"acting up"</li> </ul>								
	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	
	Review of Equality     Policy	- -			S yearry (or as required)	HOCS	no budget allocated		
	-			0.4 <b>T</b>				A 11	
	Annual workforce	•	· · · · · · · · · · · · · · · · · · ·	SMT	Annual	HOCS	No budget allocated	All	2022-23
	Equality and					FAM			survey and
	Diversity survey and								CR
	related reporting								completed
III health	Review ill health	<ul> <li>Review 2022-23 total (not individual) ill</li> </ul>	•	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			
	<u>absence</u>	health absence statistics for 2022-23 o Total days ill health							
	<u>absence</u>	health absence statistics for 2022-23 o Total days ill health absence			as part of QSMTM Q4				
	<u>absence</u>	health absence statistics for 2022-23 o Total days ill health absence o Total days ill health			as part of QSMTM Q4				
	<u>absence</u>	health absence statistics for 2022-23 o Total days ill health absence o Total days ill health absence per FTE			as part of QSMTM Q4				
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23</li> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> </ul>			as part of QSMTM Q4				
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23</li> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> <li>Compare to ONS</li> </ul>			as part of QSMTM Q4				
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23</li> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> </ul>		SWT	as part of QSMTM Q4 2022-23)	• FAM	No budget ellesset el	2456	Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23</li> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> <li>Compare to ONS</li> </ul>		SMT	as part of QSMTM Q4 2022-23) End of Q1 2023-24		No budget allocated	2,4,5,6	Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23</li> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> <li>Compare to ONS benchmark</li> </ul>		SMT	as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken	FAM     Additional time resource	No budget allocated	2,4,5,6	Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23         <ul> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> <li>Compare to ONS benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors</li> </ul>		SMT	as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4	• FAM	No budget allocated	2,4,5,6	Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23         <ul> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> <li>Compare to ONS benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against</li> </ul>		SMT	as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken	FAM     Additional time resource	No budget allocated	2,4,5,6	Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23         <ul> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> <li>Compare to ONS benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against</li> </ul>		SMT	as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4	• FAM Additional time resource Liaise with:	No budget allocated	2,4,5,6	Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23         <ul> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> <li>Compare to ONS benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against</li> </ul>		SMT	as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> </ul>	No budget allocated	2,4,5,6	Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23         <ul> <li>Total days ill health absence</li> <li>Total days ill health absence per FTE member of staff</li> <li>Compare to ONS benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against</li> </ul>		SMT	as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> </ul>	No budget allocated	2,4,5,6	Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23 <ul> <li>Total days ill health</li> <li>absence</li> <li>Total days ill health</li> <li>absence per FTE</li> <li>member of staff</li> <li>Compare to ONS</li> <li>benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future</li> </ul>			as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23)	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> <li>FAM</li> </ul>			
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23 <ul> <li>Total days ill health</li> <li>absence</li> <li>Total days ill health</li> <li>absence per FTE</li> <li>member of staff</li> <li>Compare to ONS</li> <li>benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future</li> <li>Identify if there are any additional</li> </ul>		SMT SMT	as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23) End of Q1 2023-24	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> </ul>	No budget allocated		Completed
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23 <ul> <li>Total days ill health</li> <li>absence</li> <li>Total days ill health</li> <li>absence per FTE</li> <li>member of staff</li> <li>Compare to ONS</li> <li>benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future</li> <li>Identify if there are any additional actions which can be taken to reduce</li> </ul>			as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review undertaken as	FAM     Additional time resource     Liaise with:     HOCS     FAM     Additional time resource			
	absence	<ul> <li>health absence statistics for 2022-23 <ul> <li>Total days ill health</li> <li>absence</li> <li>Total days ill health</li> <li>absence per FTE</li> <li>member of staff</li> <li>Compare to ONS</li> <li>benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future</li> <li>Identify if there are any additional</li> </ul>			as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review undertaken as part of QSMTM Q4	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> </ul>			
	absence	<ul> <li>health absence statistics for 2022-23 <ul> <li>Total days ill health</li> <li>absence</li> <li>Total days ill health</li> <li>absence per FTE</li> <li>member of staff</li> <li>Compare to ONS</li> <li>benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future</li> <li>Identify if there are any additional actions which can be taken to reduce</li> </ul>			as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review undertaken as	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> </ul>			
	<u>absence</u>	<ul> <li>health absence statistics for 2022-23 <ul> <li>Total days ill health</li> <li>absence</li> <li>Total days ill health</li> <li>absence per FTE</li> <li>member of staff</li> <li>Compare to ONS</li> <li>benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future</li> <li>Identify if there are any additional actions which can be taken to reduce</li> </ul>			as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review undertaken as part of QSMTM Q4	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> </ul>			
	absence	<ul> <li>health absence statistics for 2022-23 <ul> <li>Total days ill health</li> <li>absence</li> <li>Total days ill health</li> <li>absence per FTE</li> <li>member of staff</li> <li>Compare to ONS</li> <li>benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future</li> <li>Identify if there are any additional actions which can be taken to reduce</li> </ul>			as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review undertaken as part of QSMTM Q4	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> </ul>			
	absence	<ul> <li>health absence statistics for 2022-23 <ul> <li>Total days ill health</li> <li>absence</li> <li>Total days ill health</li> <li>absence per FTE</li> <li>member of staff</li> <li>Compare to ONS</li> <li>benchmark</li> </ul> </li> <li>Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future</li> <li>Identify if there are any additional actions which can be taken to reduce</li> </ul>			as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23) End of Q1 2023-24 (Review undertaken as part of QSMTM Q4	<ul> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> <li>FAM</li> <li>Additional time resource</li> <li>Liaise with:</li> <li>HOCS</li> </ul>			

Workforce turnover	<ul> <li>Staff turnover in 2022- 23</li> <li>3 members of staff resigned</li> <li>inward secondment ended</li> <li>6 members of staff recruited <ul> <li>3 - 2022-23</li> <li>3 - 2023-24</li> </ul> </li> <li>3 new members of staff started employment in 2022- 23</li> <li>no exit packages used</li> <li>staff turnover 5.4%</li> </ul>	<ul> <li>Review 2022-23 staff turnover</li> <li>For information - prior year comparison-2021-22: <ul> <li>2 members of staff resigned</li> <li>1 member of staff was employed on inward secondment</li> <li>no exit packages used</li> <li>staff turnover percentage: 9%</li> </ul> </li> </ul>	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	<ul> <li>Commissioner</li> <li>to critically examine whether gap in the SMT which needs to be filled</li> <li>consider whether recruitment is the most appropriate solution to filling a vacancy</li> <li>options include: <ul> <li>re-organising work by the distribution/increasing responsibilities of an existing staff member</li> <li>redesigning job tasks</li> <li>restructuring</li> <li>redeployment</li> <li>secondment</li> <li>using agency staff (temporary) for short term work requirements</li> </ul> </li> <li>Commissioner to prepare CR (using relevant CR template and in consultation with HOCS)</li> </ul>	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)	<ul> <li>Head of department to:</li> <li>critically examine whether there will be a gap in team which needs to be filled</li> <li>consider whether recruitment is the most appropriate solution to filling a vacancy</li> <li>options include: <ul> <li>re-organising work by the distribution/increasing</li> </ul> </li> </ul>	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						
		<ul> <li>redesigning job tasks</li> </ul>						
		<ul> <li>restructuring</li> </ul>						
		<ul> <li>redeployment</li> </ul>						
		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	<ul> <li>Review security vetting arrangements</li> </ul>	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					
Full name of current version: Class, Title, Version No and Status.	C5 Workforce Plan v01 CURRENT ISSUE				
E.g. C5 Key Documents Handbook v01 CURRENT ISSUE					
VC File Id	183707				
Туре	Plan				
Approver	SMT				
Responsible Manager	HOCS				
Date of next planned review	Review to align with the time period of the Strategic Plan 2023-24 (SP) -				
	if SP reviewed Workforce Plan should be reviewed - annual				
Approval & Publication					
Approval Date (major version)	24 May 2023				
For publication (Y/N)	Y				
Date published	19/06/2023				
Name of document in website file library	WorkforcePlan				
Corrections / Unplanned or Ad hoc reviews (see Summary of cha	nges below for details)				
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 <b>)</b>	(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

## Page 8