

Workforce Plan

Scottish Information Commissioner

Scottish Information Commissioner – C5 Workforce Plan

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

Area of concern	Workforce Objective (Specific, measurable, achievable, relevant, time based)	How	Priority level	Who's responsible	By when	Resources (time, liaison with, etc)	Budget	SP objective it aligns to	Status Not Started (NS) Started (S) Complete (C)
Priority level	High priority	Medium Priority		Low priority					
Resource monitoring	Commissioner <ul style="list-style-type: none"> monitor sickness absence in the SMT team seek guidance from HOCS/FAM when one period of absence exceeds 15 working days anticipate shortages or surpluses of human resources 	<ul style="list-style-type: none"> monitor RTW interviews for SMT apply absence management policy to SMT advise HOCS of shortages or surpluses of human resources 		Commissioner HOCS	End of each quarter 2023-24	Additional time resource Liaise with: HOCS FAM	No allocated budget	2,4,5,6	
	SMT <ul style="list-style-type: none"> consider workforce trends 	<ul style="list-style-type: none"> Review annual workforce trends for period 1 April 2022 – 31 March 2023 		SMT	End of Q1 2023-24	Additional time resource Liaise with: HOCS FAM	No allocated budget	2,4,5,6	Completed
	Enforcement <ul style="list-style-type: none"> monitor sickness absence in the enforcement team seek guidance from HOCS/FAM when one period of absence exceeds 15 working days anticipate shortages or surpluses of human resources 	<ul style="list-style-type: none"> monitor RTW interviews apply absence management policy advise HOCS by email of shortages or surpluses of human resources 		HOE DHOE	End of each quarter 2023-24	Additional time resource Liaise with: HOCS FAM	No allocated budget	2,4,5,6	
	Policy and Information <ul style="list-style-type: none"> monitor sickness absence in the policy and information team seek guidance from HOCS/FAM when one period of absence exceeds 15 working days anticipate shortages or surpluses of human resources 	<ul style="list-style-type: none"> monitor RTW interviews apply absence management policy advise HOCS of shortages or surpluses of human resources 		HOPI DHOPI	End of each quarter 2023-24	Additional time resource Liaise with: HOCS FAM	No allocated budget	2,4,5,6	

	<p>Corporate Services</p> <ul style="list-style-type: none"> • monitor sickness absence in the corporate services team • if one period of absence exceeds 15 working days, consider absence management requirements • anticipate shortages or surpluses of human resources 	<ul style="list-style-type: none"> • monitor RTW interviews • apply absence management policy • advise Commissioner of shortages or surpluses of human resources 		HOCS	End of each quarter	Additional time resource Liaise with: FAM	No allocated budget	2,4,5,6	
<p>Resource Planning</p> <p><u>Organisation</u></p>	<ul style="list-style-type: none"> • Commissioner demits office on 16 October 2023 	<ul style="list-style-type: none"> • SMT monitor appointment process for new Commissioner • Commissioner liaise with SPCB re: Acting Commissioner/Accountable Officer • consider business continuity in event of no Commissioner being appointed 		SMT	End of Q2 2023-24	Additional time resource Liaise with: SPCB HOCS FAM	No budget allocated	All	
	<ul style="list-style-type: none"> • align the needs and priorities of our organisation as regards its workforce • meet statutory and service requirements • ensure business continuity as regards its workforce 	<ul style="list-style-type: none"> • establish statutory and service requirements • carry out an organisational review – capabilities, number of roles and structure • consider business continuity in event of a reduced SMT 		SMT HOCS	End of Q4 2023-24	Additional time resource Liaise with: HOCS FAM	No budget allocated	All	
<p>Resource planning</p> <p><u>Departments</u></p>	<p>Enforcement</p> <ul style="list-style-type: none"> • 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 increased with reference to KPI performance • consider whether opportunities for staff development, gaining additional 	<ul style="list-style-type: none"> • Carry out departmental review – capabilities, number of roles and structure 		HOE	End of Q2	Additional time resource Liaise with: HOE DHOE HOCS	No budget allocated	2,4,5, 6	

	<p>experience for example,</p> <ul style="list-style-type: none"> ○ short term/long term placement in other teams ○ “acting up” when suitable vacancy arises 								
	<p>Policy and Information</p> <ul style="list-style-type: none"> • 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 increased by with reference to KPI performance • consider whether opportunities for staff development, gaining additional experience for example, <ul style="list-style-type: none"> ○ short term/long term placement in other teams ○ “acting up” when suitable vacancy arises 	<ul style="list-style-type: none"> • Carry out departmental review – capabilities, number of roles and structure 		HOPi	End of Q2 2023-24	<p>Additional time resource</p> <p>Liaise with:</p> <ul style="list-style-type: none"> • HOPi • DHOPi • HOCS 	No budget allocated	2,4,5, 6	
	<p>Corporate Services</p> <ul style="list-style-type: none"> • 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 increased with 	<ul style="list-style-type: none"> • Carry out departmental review – capabilities, number of roles and structure 		HOCS	End of Q2	<p>Additional time resource</p> <p>Liaise with:</p> <ul style="list-style-type: none"> • FAM 	No budget allocated	2,4,5, 6	

	reference to KPI performance <ul style="list-style-type: none"> consider whether opportunities for staff development, gaining additional experience for example, <ul style="list-style-type: none"> short term/long term placement in other teams “acting up” when suitable vacancy arises 								
Equality and diversity	<ul style="list-style-type: none"> Take account of relevant equality and diversity matters in future growth and strategic plan 	<ul style="list-style-type: none"> 		Commissioner	Annual	Additional time resource Liaise with: <ul style="list-style-type: none"> SMT 	No budget allocated	All	
	<ul style="list-style-type: none"> Review of Equality Policy 	<ul style="list-style-type: none"> 		SMT	3 yearly (or as required)	<ul style="list-style-type: none"> HOCS 	No budget allocated	All	
	<ul style="list-style-type: none"> Annual workforce Equality and Diversity survey and related reporting 	<ul style="list-style-type: none"> 		SMT	Annual	<ul style="list-style-type: none"> HOCS FAM 	No budget allocated	All	2022-23 survey and CR completed
Ill health absence	<u>Review ill health absence</u>	<ul style="list-style-type: none"> Review 2022-23 total (not individual) ill health absence statistics for 2022-23 <ul style="list-style-type: none"> Total days ill health absence Total days ill health absence per FTE member of staff Compare to ONS benchmark 		SMT	By end of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23)	<ul style="list-style-type: none"> HOCS FAM 	No budget allocated	2,4,5,6	Completed
		<ul style="list-style-type: none"> Identify if there are any mitigating factors which can be taken to mitigate against similar organisational absence in future 		SMT	End of Q1 2023-24 (Review also undertaken as part of QSMTM Q4 2022-23)	Additional time resource Liaise with: <ul style="list-style-type: none"> HOCS FAM 	No budget allocated	2,4,5,6	Completed
		<ul style="list-style-type: none"> Identify if there are any additional actions which can be taken to reduce organisational ill health absence 		SMT	End of Q1 2023-24 (Review undertaken as part of QSMTM Q4 2022-23)	Additional time resource Liaise with: <ul style="list-style-type: none"> HOCS FAM 	No budget allocated	2,4,5,6	Completed

Workforce turnover	<p><u>Staff turnover in 2022-23</u></p> <ul style="list-style-type: none"> • 3 members of staff resigned • inward secondment ended • 6 members of staff recruited <ul style="list-style-type: none"> ○ 3 - 2022-23 ○ 3 - 2023-24 • 3 new members of staff started employment in 2022-23 • no exit packages used • staff turnover 5.4% 	<ul style="list-style-type: none"> • Review 2022-23 staff turnover • For information - prior year comparison- 2021-22: <ul style="list-style-type: none"> ○ 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: <ul style="list-style-type: none"> • FAM/CST 	No budget allocated	2,4,5,6	Completed
Recruitment - SMT	<ul style="list-style-type: none"> • ensure decision making prompt and relevant when vacancy arises 	Commissioner <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • head of department within which vacancy arises to prepare CR (using relevant CR template and consulting HOCS) 	Head of department to: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • re-organising work by the distribution/increasing 		SMT	Review and CR to be submitted to SMT <u>within 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 style="list-style-type: none"> • 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 costs	Review recruitment costs to achieve savings of at least 10% (based on anticipated recruitment)	<ul style="list-style-type: none"> • Review recruitment costs 2022-23 		HOCS FAM	End of Q1	Additional time resource Liaise with: FAM	No budget allocated	2,4,5,6	Not started
Security vetting	Ensure security vetting procedures appropriate and resource efficient as possible	<ul style="list-style-type: none"> • Review security vetting arrangements 		HOCS FAM	End of Q1	Additional time resource Liaise with: SPCB FAM	No budget allocated	2,4,5,6	Not started

Document control sheet

Document Information	
Full name of current version: Class, Title, Version No and Status. <i>E.g. C5 Key Documents Handbook v01 CURRENT ISSUE</i>	C5 Workforce Plan v01 CURRENT ISSUE
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Type	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	
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Name of document in website file library	WorkforcePlan
Corrections / Unplanned or Ad hoc reviews (see Summary of changes below for details)	
Date of last update	

Summary of changes to document				
Date	Action by	Version updated	New version number	Brief description
	<i>(initials)</i>	<i>(e.g. v01.25-36)</i>	<i>(e.g. v01.27, or 02.03)</i>	<i>(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)</i>
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