

**Agenda Item No:** 5

**Report to:** Audit Committee

**Date of Meeting:** 22 March 2010

**Report Title:** Workforce Planning

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### **Purpose of Report**

To inform the Committee of the timelines/actions for the completion of a refreshed workforce plan for 2009-2012.

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### **Recommendation(s)**

Members are asked to consider and comment on the refreshed workforce plan progress update.

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### **Reasons for Recommendations**

To ensure members views are considered

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### **Background**

This report is presented following a resolution at the last Audit Committee on 27 January 2010. Minute 19 – Annual Audit Letter 2008/09, Resolution (3) -“a report be submitted to the next meeting on the Workforce Development Plan” refers.

In November 2007, the IDeA published the updated Local Government Pay and Workforce Strategy ‘Local Government: the place to be, the place to work’.

The document set out an approach to support Councils in maximising capacity and performance of their workforce to deliver continually improving local government services.

The Council has had a People Strategy since 2004. This strategy is overarching and designed to reflect and contribute to the Corporate Plan which is reviewed and updated annually.

It provides a framework for all HR developments and objectives and planned developments over a three year period. The plan is fully aligned to the

- Corporate Plan
- Service delivery planning and
- Learning and development policy

The focus on development is primarily employee development moving away from traditional training and moving towards long term cross directorate development opportunities such as succession planning and workforce planning.

## **Progress to Date**

The recent use of resources assessment confirmed that we addressed workforce development but highlighted the importance of workforce planning (appendix 1) which has been one of our priorities during the last year. Not to focus on this aspect of workforce development would have a negative impact on our future use of resources assessment.

Whilst we have undertaken workforce planning and developed our services and service delivery to the Hastings Community, which was recognised by our re-accreditation for Investors in People (IiP): the approach used needed to be adapted so we could address our future needs and focus on new ways of working or redesign of job roles etc.

Our revised approach to workforce planning is integral to our service planning process, focusing on people management as a strategic issue. We have adopted a holistic approach covering all occupational groups and involving all service managers.

The review of the workforce plan in particular workforce planning began in May 2009.

In August, we presented the workforce planning matrix for the first data gathering exercise and have supported managers in getting those completed (Appendix 2 is an example of skills matrix). The response from managers has been very positive with many stating how useful they felt the exercise has been.

Whilst we have been waiting for all matrices to be completed we have worked on getting some consistency across all services for the names of the competencies. We now have a comprehensive list of HBC skills and knowledge requirements.

The workforce plan competency framework can be used to support a range of activities such as:

- Skills mix reviews
- Workforce development
- Role description and redesign



- As part of an appraisal system
- Development planning
- Develop training programmes and qualifications
- Support the commissioning of education and training

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## Conclusion

The Council faces significant financial pressures over the coming years with further impact on public spending to come. The workforce planning process will assist the organisation to develop and deliver organisational change through the review and redesign of structures and job roles. It will also help us prepare employees and support them through the change process whilst continuing to provide a quality service to the community.

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## Wards Affected

None

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## Area(s) Affected

None

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## Policy Implications

Please identify if this report contains any implications for the following:

Equalities and Community Cohesiveness	Yes
Crime and Fear of Crime (Section 17)	No
Risk Management	Yes
Environmental Issues	No
Economic/Financial Implications	Yes
Human Rights Act	No
Organisational Consequences	Yes

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## Supporting Documents

Appendix 1 – Workforce Planning Guidance Note for Managers

Appendix 2 – Skills Matrix (HR example)

Appendix 3 – Project Plan

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## Officer to Contact

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Appendices 2 & 3 for this agenda cannot be published because of the complex images that they contain. If required a copy can be obtained by contacting Emily Horne, Committee Administrator Tel: 01424 451719, or by emailing [ehorne@hastings.gov.uk](mailto:ehorne@hastings.gov.uk)