

## Workforce Planning Guidance Notes

### *Introduction*

The 2003 National Pay and Workforce Strategy required all local authorities to produce a Workforce Plan by the end of March 2005. The strategy highlighted five priority areas for improvement local government:

- **Developing leadership capacity** among both officers and members, including attracting effective leaders into local government from outside the sector
- **Developing the skills and capacity of the workforce** across the corporate centre of authorities, specific services, management and the frontline workforce, including managers at all levels
- **Developing the organisation** to achieve excellence in people and performance management, partnership working, diversity and the efficient delivery of customer-focused services
- **Resourcing local government** – ensuring that the authorities recruit, train and retain the staff they need and address diversity and equality issues
- **Pay and rewards** – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery

Our current Workforce Development Plan is being refreshed and we are using new techniques in conducting the review. Workforce planning is a key process that is examined as part of the Comprehensive Area Assessment. The key lines of enquiry within the assessment require that:

- Gaps in skills are identified with plans in place to address them. These might include
  - skill development programmes that cover key skill areas and are responsive to identified gaps
  - a recruitment strategy which addresses the skill gaps
- The council presents itself as a good employer in the market place, exploiting a range of recruitment channels.
- Workforce planning is integrated with service planning, showing how the council will deliver its strategic objectives.
- The council will base workforce plans on reliable data and information.
- Plans set out current staffing, and identify what staff are needed over the next three to five years and how we intend to get there

Each service will produce a workforce plan, covering the following 3-5 years which:

- Identifies the current and future skills and numbers of employees needed to deliver new and improved services
- Analyses the present workforce's characteristics in relation to these needs
- Compares the present workforce and desired future workforce to highlight shortages, surpluses and competency gaps
- Examines your diversity profile at all levels against that of the local population.

To achieve this we are using a step by step approach.

### **Step 1**

Develop competency framework for managers and staff based on behavioural competencies for use at appraisal

### **Step 2**

Identify service specific skills and knowledge competencies and describe how each level of competency is demonstrated

### **Step 3**

Identify levels of skill and knowledge required to deliver current and future services for each post in the service

### **Step 4**

Identify current levels of skill and knowledge of each post holder,

### **Step 5**

Translate gaps between existing skill and knowledge and required skill and knowledge onto the Service Learning and Delivery Plan

### **Step 6**

Introduce individual learning and development plans covering all three areas of competency at appraisals (linked to career grades where appropriate)

### **Step 7**

Ensure that service specific learning and development needs are addressed at the Learning and Development Planning Workshops

### **Step 8**

Incorporate organisation wide needs into the Corporate Training Programme

### **Step 9**

Review service specific needs as part of service delivery planning process

We have produced some documents to support the process. We welcome your feedback on these.

Barbara Garlinge  
March 2010