



## WORKFORCE PLANNING

### 1. INTRODUCTION

- 1.1 Workforce planning is a process for identifying and assessing in a systematic way the workforce needs required to meet the organisation's strategic goals over the next 3 to 5 years and for developing the strategies to meet those requirements.
- 1.2 It is ensuring we have the right people with the right skills in the right culture to deliver the services that Melton Borough Council provides in the flexible way we want to deliver them.
- 1.3 Good workforce planning will enable employees to raise productivity, quality and customer service. It will widen and modernise skill profiles of employees, manage employment expenditure by anticipating change and address diversity issues with the workforce profile.
- 1.4 Workforce Planning is linked to the People Strategy and the Corporate Training Plan (Workforce Development Plan) and Service Plans.
- 1.5 Local government's challenge is to provide community leadership and improved services within controlled budgets. The context is ever changing and customers expect greater choice. Demographic changes create new customer needs and a changing workforce. Melton Borough Council needs to work together with its partners to attract talent and promote equality and diversity. In particular Melton Borough Council will work with its partners to build on the success to date of shared services and the sharing of learning and skills across the partner authorities. Shared delivery of services is an area to be further explored building on the experiences to date.
- 1.6 The economic climate and Melton's approach to Efficiency Savings has a direct impact on Workforce Planning. The approach is one of flexibility. To ensure Melton Borough Council has the staff with the skills and knowledge it requires then staff must be able to adapt quickly and effectively to the changing priorities. This is positive in respect of both the Authority that will have a flexible skilled workforce and for staff who minimise the possibility of facing a redundancy situation.
- 1.7 The success of the new ways of working is essential to ensure the Council functions effectively and efficiently and the plans for the new Council Offices are dependant on the flexible approach to working delivering the services that are required. ICT systems and culture are key in managing the risk associated. In order to ensure the culture is supporting new ways of working staff must have the skills, abilities and understanding to work in new ways and be flexible not only in terms of how they work but also the skills they offer including the IT skills essential to new ways of working.

- 1.6 This document is endorsed by the Leader of the Council, the Chief Executive, Management Team and the recognised Trade Unions.
- 1.7 Contact for further information is Assistant Chief Executive. (HR)

## **2. Developing the Organisation**

- 2.1 Melton Borough Council's success depends upon the attitude, skills and knowledge of its people. Getting people management right is not just a Human Resource issue but requires a cultural change and council-wide approach.
- 2.2 Melton Borough Council is currently undergoing a major change to the way it works and has moved away from the traditional ways of doing things. Flexible working is now established with staff working at home, at flexible desks and on a mobile basis as the normal ways of working. Open Plan offices, break out rooms etc have replaced the traditional individual office/ desk/ fixed PC culture that was in place prior to May 2008. Sharing services with our partners builds capacity and learning and assists with workforce remodelling. This is an opportunity to change and to do things differently and more effectively.

## **3. Developing Leadership capacity**

- 3.1 Developing strong leadership skills amongst officers and members is important. This authority has invested in its senior managers' development and has been working in partnership with the Leicestershire and Rutland Improvement Partnership (LRIP) to make further progress on management development and member development. A proportion of middle managers and supervisors have completed the recognised management development course. Melton Borough Council is also working with other organisations and has enrolled staff onto the Management Development course run by Warwick University aimed at public sector managers and encouraging partnership working. The action set leadership approach is encouraged and developing.

## **4. Developing workforce skills and capacity**

- 4.1 Melton Borough Council achieved IIP accreditation in January 2006. This was reassessed in April 2009 and accreditation confirmed for the next three years. The training and development budget is adequate and training and development is encouraged when linked to the corporate priorities and service plans through individual staff appraisals. However, resources and time on skill development is essential if we are to have the staff able to rise to the increasing and changing demands of modern local government. Skills development must be a key part of our strategic approach. A skills/ competency framework will be established to ensure a flexible, consistent approach to skill development and workforce planning.

## **5. Resourcing, recruitment and retention**

- 5.1 Melton Borough Council will have a system of workforce planning which projects workforce trends and identifies future staff numbers and skills needed. The system will include gender, race and disability data and will analyse future changes such as the new ways of working, use of technology in service improvement and reduction in needs for services.

## 6. Pay and Rewards

- 6.1 A local pay review was completed in 2003. Equal pay reviews have been completed regularly and further reviews will follow. Melton Borough Council will consider linking pay to personal development, continuing to review costs of overtime and unsocial hours while maintaining fairness and consider flexible pay and benefit packages involving a range of non-pay benefits that can be traded against basic pay for example.

## 7. Staff Profile - based on Sep 09 staff

### Age

	%	%	%	%
	16-29	30-39	40-49	50+
<b>TOTAL</b>	<b>17.6</b>	<b>20.6</b>	<b>30.9</b>	<b>30.9</b>
2006	16.1	21.0	28.1	34.8
<b>Band 1-9</b>	<b>16.2</b>	<b>12.7</b>	<b>22.0</b>	<b>24.0</b>
2006	12.5	16.5	20.1	29.0
<b>Band 9-12</b>	<b>1.0</b>	<b>7.3</b>	<b>4.4</b>	<b>5.4</b>
2006	3.6	2.7	4.9	4.5
<b>13 +</b>	<b>0.5</b>	<b>0.5</b>	<b>4.4</b>	<b>1.5</b>
2006	0.0	1.8	3.1	1.3

### Gender

	%	%
	Male	Female
<b>TOTAL</b>	<b>33.0</b>	<b>67.0</b>
2006	36.2	63.8
<b>Band 1-9</b>	<b>20.6</b>	<b>54.2</b>
2006	24.6	53.6
<b>Band 9-12</b>	<b>7.9</b>	<b>10.3</b>
2006	8.0	7.6
<b>13 +</b>	<b>4.4</b>	<b>2.5</b>
2006	3.6	2.7

### Ethnicity

	%	%	%
	White	Black and Minority Ethnic	Unrecorded
<b>TOTAL</b>	<b>96.0</b>	<b>3.0</b>	<b>1.0</b>
2006	95.5	3.6	0.9

### Disability

	%	%
	Yes	No
<b>TOTAL</b>	<b>3.0</b>	<b>97.0</b>
2006	2.0	98.0

## 8 HOW DO WE COMPARE?

Local Government Workforce demographic profile and published by the LGA in Sep 2009 makes the following comparison

### Age

	%	%	%	%
	16-29	30-39	40-49	50+
<b>TOTAL</b>	12.6	19.8	33.5	34.1

### Gender

	%	%
	Male	Female
<b>TOTAL</b>	24.9	75.1

### Ethnicity

	%	%	%
	White	Black and Minority Ethnic	Unrecorded
<b>TOTAL</b>	92.1	7.9	0.0

### Disability

	%	%
	Yes	No
<b>TOTAL</b>	14.6	85.4

## 9. THE WAY FORWARD

- 9.1 In order to move forward we need to consider what we currently have regarding staff, skills and profiles and compare this to the staff and skills we will require in the future. A skills/competency framework will be developed to identify the core skills and competencies required to achieve the flexible workforce that is essential. When the corporate framework is in place it will be supported by identification at service level and proactive input and management corporately. It must be integrated into Service Plans, from where the issues can be managed corporately through Management Team, Making Progress Group and the Efficiency Task Group. It is envisaged that the Change Team with Management Team will have a major input into workforce planning in conjunction with Managers. Service-identified priorities must be balanced with and fit into the strategic direction.

- 9.2 Once the current position is known and the required position is known Service Managers will be able to identify any gaps, either in staffing numbers, skills and/or competencies. This information will be considered in relation to the skills/competencies identified in the corporate framework.
- 9.3 The information will enable us to plan to bridge those gaps either by planning future recruitment initiatives or more likely developing the staff we have to ensure they gain the required skills and competencies to deliver the services required. The Corporate Training Plan (Workforce Development Plan) will be the vehicle to plan the future development required.
- 9.4 Policies and procedures will be reviewed to ensure they reflect the flexible culture and support the Council in developing staff and retaining staff in roles that will be subject to change on a regular basis dependent on Council priorities. In particular the Redeployment and Redundancy Procedure will be reviewed to promote where ever possible a flexible approach. Consideration will be given to extending the statutory 4 week trial period in redeployment posts. This will enable a better judgment to be made on the suitability of a post and give individuals a more reasonable amount of time to adapt to a new role.
- 9.5 The role of the trade union and joint working is key. The recognised unions are encouraged to appoint a Union Learning Representative and to work jointly with the Council on workforce planning and development.

## 10. **SUCCESSION PLANNING**

- 10.1 Succession planning can be used effectively to plan ahead and handle workforce risks.
- 10.2 A service driven, management led approach to handling workforce risks includes the following steps:
- (a) Identify which posts are critical to service delivery.
  - (b) Consider the likelihood and impact of current post holders leaving/retiring.
  - (c) Consider what changes the organisation would make to the current roles and responsibilities if current post holders leave/retire.
  - (d) Consider what pool of talent exists internally who could actually apply for the post.
  - (e) Consider if there are gaps in skills and experience and what can be done to develop those skills and requirements and feed into the Corporate Training Plan/Appraisals.
  - (f) Consider if there is an external pool of talent in the market place to replace the post holder and how competitive is the market place for them. Consider what Melton has to offer.
  - (g) Remember that if there are staff shortages then retention is always more effective than recruitment.

## 11 **EQUALITY ISSUES**

- 11.1 Workforce planning and succession planning in particular may raise concerns regarding equality issues.
- 11.2 It is therefore essential that the processes are transparent and have been assessed to ensure that there is no adverse effect on any particular group.
- 11.3 Clear communication with staff is essential.
- 11.4 Particular consideration must be given to creating a 'talent pool' to feed future senior posts that is sufficiently diverse to ensure the target tiers become more diverse.
- 11..5 Consideration is also required to ensure restructuring in itself does not unfairly favour certain groups of staff in such a way that after restructuring they are in a better position to be selected for succession planning opportunities.
- 11.6 The appraisal process is the key to identifying 'talent pools'. The appraisal process will be assessed to ensure there are no adverse impacts on any particular groups and those undertaking appraisals must have received training in both the appraisal process and equalities.
- 11.7 New and vacant posts will continue to be advertised in line with the Council's recruitment procedure.

## **12 RECRUITMENT AND RETENTION**

- 12.1 The ability to recruit and retain skilled staff is vital to the successful delivery of services. Even in difficult economic times the value of recruiting and retaining staff with appropriate skills is paramount. Budget pressures may influence staffing structures but Melton Borough Council will aim to have a flexible workforce that is adaptable and therefore reduce the necessity of redundancy situations wherever possible.
- 12.2 Melton Borough Council will continue to ensure it has policies and procedures and practices in place to maximise it's ability to recruit, retain and develop it's staff.
- 12..3 A number of policies are already in place, including the recruitment procedure, relocation policy, equalities policy, flexible working hours scheme, a career break scheme, secondment procedure, market supplement policy, appraisal process, home working policy, post entry training and development etc. These and other HR polices will continue to be reviewed and new initiatives developed as necessary.
- 12.4 Sending out the message that Melton Borough Council is a good employer is key and therefore successes like Investor's in People Accreditation and the Two ticks symbol will be included on relevant stationary and in relevant correspondence.
- 12.5 The Council will continue to employ people under the modern apprentice scheme or similar schemes where appropriate opportunities exist. The Council will encourage basic skills training – skills for life where necessary.

## **13. REVIEW AND EVALUATION**

- 13.1 The workforce planning process will be reviewed and evaluated regularly through the making progress group.

P:Personnel/Rep/AT - Approach to Workforce Planning