

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date of Decision:	29 March 2010
Decision Title:	The workforce planning process and its integration with other planning processes
Decision Reference:	1442
Report From:	Director of HR

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1. Executive Summary

- 1.1 The purpose of this paper is to inform on refinements to the process which enables workforce requirements to be captured within departmental and Corporate workforce plans. The refinements aim to further strengthen the workforce planning process recognising the budget constraints that will impact the workforce going forward; to reinforce the integration of the budget, service and workforce planning processes; and, for key actions to be determined and achievement against them tracked at different levels within the Council including Cabinet.
- 1.2 This paper also sets out the timeline for delivering workforce plans.

2. Contextual information

2.1 Background

- 2.1.1 HCC has developed and refined its workforce planning process in recent years with significant improvements being made to aligning departmental planning and budget processes as well as Corporate performance planning and the 'Driving Success' programme.
- 2.1.2 This paper informs on further developments to improve the workforce planning for future years and the timing and alignment to budget and service planning processes.

2.2. A reminder of what workforce plans should include

- 2.2.1 Workforce plans seek to address whether we have the right number of staff with the right skill sets to address the identified service priorities within the financial constraints of the organisation.

2.2.2 In addressing this, areas that may need to be taken account of include:

- The priority service areas and resource requirements for those, possible implications for staff relating to other service areas if budget is a constraint.
- Identification of any current or future occupational shortages and how to address these.
- Skill gaps, both occupational and managerial and how these should be addressed.
- Future skill shortages and gaps in relation to projected changes in workforce, services and turnover/retirements.
- Overall requirement for staff numbers and how any 'right sizing' to achieve that will be delivered.
- That the right policies are in place to support change and people management.
- Possible succession planning/talent management arrangements.

2.2.3 Provision also needs to be made to track achievement against plan.

2.2.4 **Attachments A & B** highlight the cyclical nature of workforce planning.

2.3 Current Workforce planning in HCC

2.3.1 Within HCC, budget planning is well established, and service planning is a developing area to further improve on existing good practice. Workforce planning is in place for departments and there are excellent examples both in planning and in practical application of workforce changes and development. With such diverse services, and the degree of change, it can be challenging to establish full clarity, certainly in terms of capturing overall impact on staff resources, recruitment needs, right sizing, skill changes and development needs. There is however ongoing discussion and planning in place to continue to improve and strengthen this.

2.3.2 With the increased focus on planning across the organisation it is expected that the process from departmental plans will deliver finer detail and enable identification of Corporate 'themes' across the organisation e.g. departments where redundancies may need to be achieved so collective consideration can be given to skill gaps elsewhere, redeployment strategies, and resourcing of any necessary redundancies.

3. Further refinements being made

3.1 Departmental workforce plans are being prepared at the same time as Service plans and budgets are being finalised such that a workforce plan is in place for each department by mid March of each year. HR Business Partners are working closely with Departmental Management Teams, Service Planning Officers and Performance Leads to develop 2010/2011 workforce plans, to include where possible, an overview in relation to the 'medium' term – 3 years. To support this plans will include the same information types at departmental and Corporate level although

supplementary information and finer detail may well be included to suit departmental requirements.

- 3.2 This will enable the key workforce implications to be collated and form the basis of the Corporate Workforce plan.
- 3.3 Departmental workforce plans also need to have regard to workforce planning with partner organisations and those relating to statutory requirements, for example, – The Children’s Trust Board is required to set out in the Children and Young People Plan (CYPP), how they will cooperate to improve the well being of children and young people. The first CYPP that includes this must be published by April 2011. The 2020 Children and Young People’s workforce strategy sets out the long term vision for the Children’s workforce and the local implementation of this strategy will be included in the CYPP. Children’s services is engaged with partners to revise the CYPP in line with this timeline. This and other examples need to sit alongside the relevant departmental and the corporate workforce plan and similarly link strongly to the budget and service planning processes. Similar developments in relation to other departments partners have been implemented or are in the development process.
- 3.4 Relevant workforce planning information will be made available through HR Business Partners, normally in the autumn of each year, which aligns with the Corporate priorities, to be taken into account in the context of departmental service plans and budget. This is good resource management and additionally will satisfy the CAA Key Lines Of Enquiry. (KLoE) – essentially to assure that: “The organisation knows in the medium and longer term what staff it will need, with what skills, and has plans to achieve this.”
- 3.5 Account can then be taken of these areas in liaising with departmental management on workforce and service plans.
- 3.6 Key workforce themes and issues arising will then be collated by HR for cross departmental review through the HR focus group with any necessary actions being identified. From this, consideration will be given as to whether Corporate initiatives may need to be put in place to support achievement across the organisation e.g. development initiatives, planning of coordinated approach to TUPE transfers etc, and actions identified, how we might address skill shortage areas etc.
- 3.7 Such actions would be tracked and reviewed within the HR focus group, and at a high level within the CIP reviewed at CPEG together with key actions in relation to Service Plans. Any key issues would then be reported to CMT in the report which accompanies the quarterly workforce data.
- 3.8 Similarly the budget book identifies expected areas of workforce changes. Actual changes are then reported in the quarterly budget monitoring report

to Cabinet. This includes high level workforce planning information. Going forward it is proposed that this includes commentary (that is already available within departments) of what happened in practice compared with the areas identified in the budget book together with information on other key workforce trends such as turnover and sickness absence.

- 3.9 This type of approach represents good practice and is key in identifying the focus for service delivery by Corporate resources such as Human Resources.

4 What this means for 2010/11

- 4.1 The budget book for 2010/11 has identified the expected high level numeric change in workforce numbers, that being 309 full time equivalent posts. Of these:
- 266 are funded by Government Direct Grant for schools
 - 18 are to meet additional requirements imposed by Government
 - 25 are contained within HCC's very low budget increase.

The quarterly budget monitoring report to cabinet comments on forecast net expenditure against budget focusing on high risk demand led budgets and overall employee budgets. The latter reports in monetary terms and full time equivalent staff numbers. In future additional comment against estimated changes in staff numbers will be included together with information on other key workforce trends.

This together with the CMT quarterly workforce reporting, the role of the HR focus group, Departmental Management teams and CPEG ensure closer integration of planning and tracking of achievement against those plans.

The Corporate Workforce plan will be presented to Cabinet in May/June of each year.

5. Timelines/next steps

- 5.1 **Attachment A & B** show the timeline for the Workforce Planning process, the relationship to the budget and service planning process, and links to the HR Focus group, the CIP, CPEG and CMT.
- 5.2 The 2010-2013 Corporate Workforce Plan will be developed in May 2010.
- 5.3 The HR focus group will determine key issues arising from departmental plans, in April / May 2010, assess whether there are any actions that should be included in the Corporate Workforce Plan and note any required amendments to it. The HR focus group will then track key actions arising from the plan.

5.4 The HR Director will report workforce data to CMT on a quarterly basis. and will comment on workforce changes to Cabinet in the quarterly budget monitoring report.

5.5 The change processes to achieve high quality will need to evolve and refine over the next few years.

6. Conclusion

6.1 In summary the key changes to workforce planning are:

- A more defined role for the HR focus group in terms of identifying key themes in relation to the workforce and its development and tracking achievement against them.
- A stronger tie into the budget process noting progress in the quarterly budget monitoring report to cabinet, against the workforce changes highlighted in the budget book.

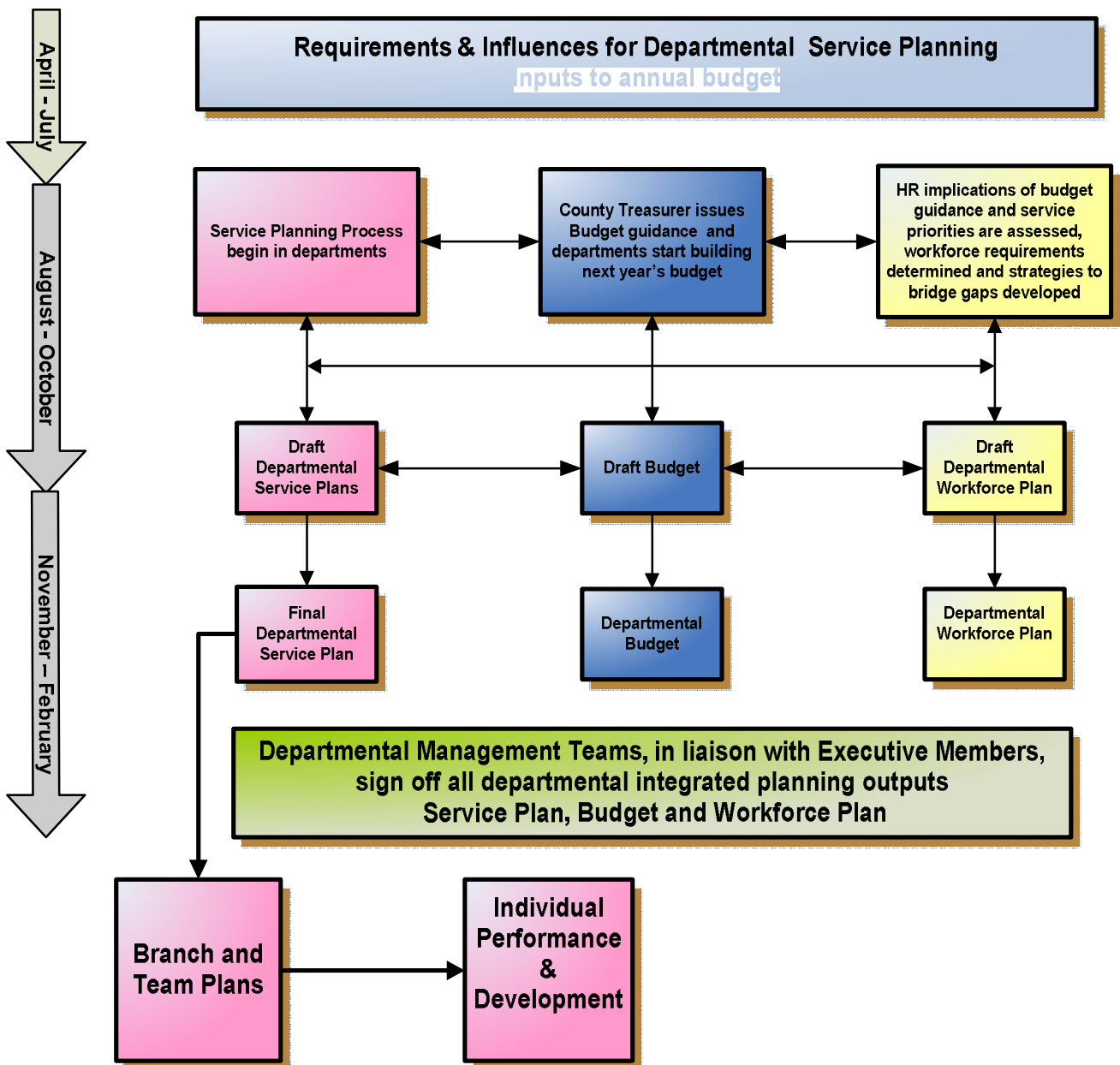
6.2 It is expected that as we embed these changes over the next few years it will support much closer integration of our workforce, budget and service planning processes.

7.0 Recommendations

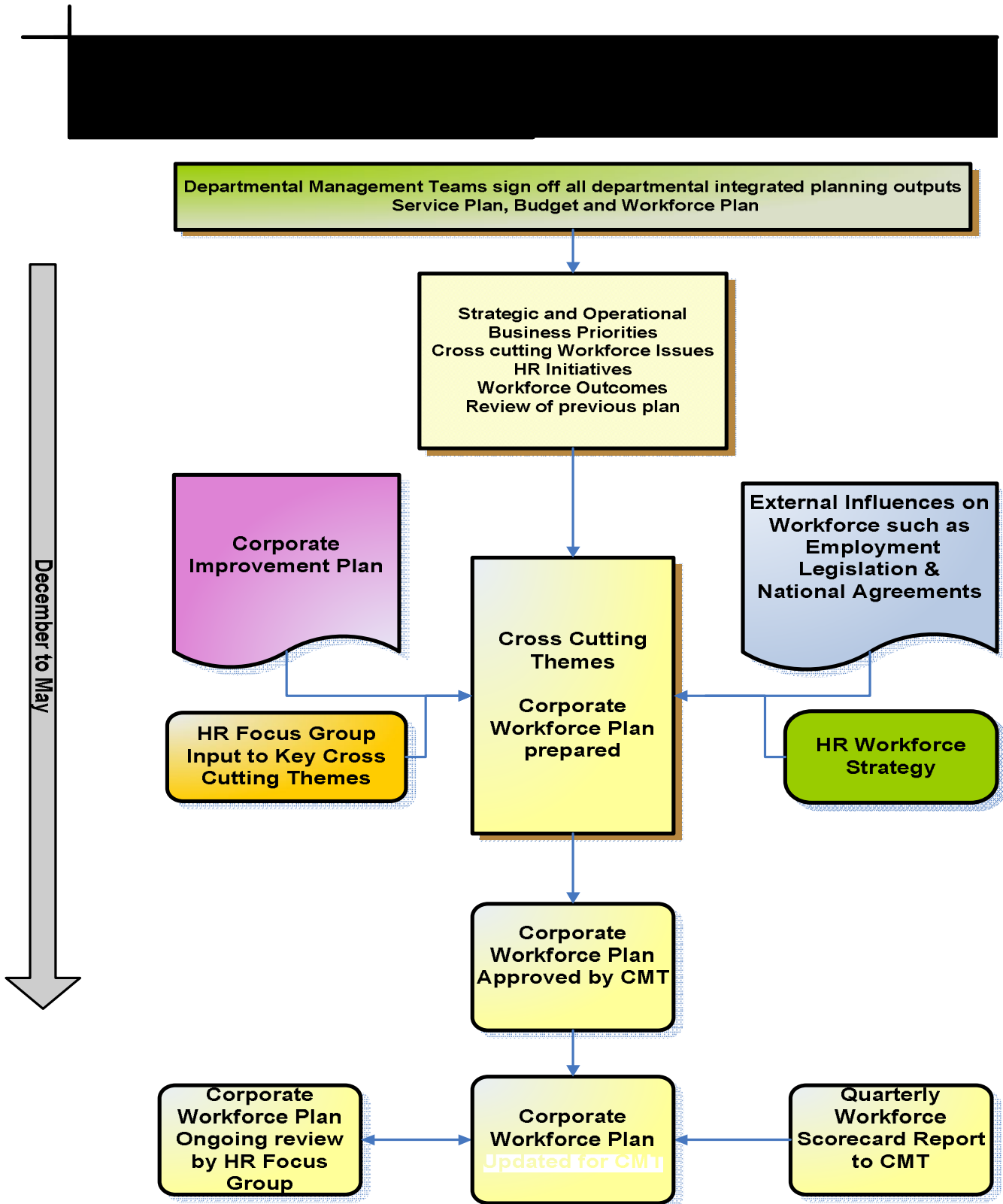
7.1 That Cabinet endorse:

- the measures being taken to further strengthen the corporate workforce planning process and its alignment to the budget and service planning processes, and
- the timeline for establishing workforce reports each year.

Attachment A



Attachment B



CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	yes
Corporate Business plan link number (if appropriate):	
Maximising well-being:	yes
Corporate Business plan link number (if appropriate):	
Enhancing our quality of place:	yes
Corporate Business plan link number (if appropriate):	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

The intent to further improve our workforce planning processes and alignment to Service Planning and budget processes supports delivery against the strategic plans of the organisation and therefore compliment the equalities agenda within the Council.

2. Impact on Crime and Disorder:

None

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption?

N/a

- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

N/a