

Workforce Planning Policy

This document forms part of Somerset County Council's HR&OD Policies and Procedures.

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1. What the policy covers

This policy sets out the principles to workforce planning and signposts to useful policies, procedures and toolkits to support managers in undertaking workforce planning effectively. It includes:



This policy derives from the [People Strategy](#) and [Young Peoples Strategy](#).

2. Principles

Workforce planning is a process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that Somerset County Council can accomplish its mission, goals, and strategic plan.

It's about getting the right number of people with the right skills employed in the right place at the right time, at the right cost and on the right contract to deliver Somerset County Council's short and long-term objectives.

Effective workforce planning can:

- reduce labour costs in favour of workforce deployment and flexibility,
- identify and respond to changing customer needs,
- identify relevant strategies for focussed people development,
- target inefficiencies,
- improve employee retention,
- improve productivity and quality outputs,
- improve employees' work-life balance,
- make recommendations to deliver strategic value through talent.

3. Responsibilities

Managers are responsible for ensuring they:

- analyse current and future workforce needs, both number of staff and skills required,
- identify gaps in current and future workforce needs and those with the skills or potential to fill these roles, to include key leadership and business critical roles and those where there are identified skill shortages i.e. Social Workers, some ICT roles etc.,
- take action to address any current and future workforce need shortages, using the relevant policies, procedures and toolkits outlined within this policy,
- monitor and evaluate current and future workforce needs, both in the short and long term.

4. Policy in practice

Somerset County Council has developed a 'toolkit' approach to a framework that can be applied across all service areas to support Strategic and Service Managers in producing a Workforce Strategy and Action Plan for their particular service

area. Plans are made and managed at various levels of the Council and all plans link to ensure that everyone in the Council is working towards the same goals.

The [Workforce Planning Toolkit](#) can be found on the HR & OD Communications Site.

4.1 Recruitment and Retention

Once the need to recruit has been identified, managers must consider how they are going to recruit. In addition to establishing the hours needed and type of contract, for example, whether it is permanent, fixed term, casual etc. consideration should be given to:

- the type of role and the skills and attributes needed to fulfil the role,
- whether the skills and attributes required are available internally or externally to the Council,
- if externally, are the skills and attributes available locally, are there known skills shortages and if so, should recruiting from overseas be considered,
- whether the role could be adapted to fit a training role i.e. apprenticeship, development role,
- whether the role may be suited to an internal secondment or an acting up role,
- if there have been several failed attempts to recruit, can the role be adapted or if not, does it meet the criteria for a recruitment and retention allowance.

The Council has a wide range of policies, procedures and frameworks available to support in the following areas;

Establishing attributes required

- [Somerset's People Attributes Framework](#)

Recruiting overseas workers

- [EU Citizens FAQs](#)
- [Recruitment of overseas candidates guide](#)
- [Sponsored Migrant Workers Managers Guide](#)

Alternative ways to recruit or train to upskill current employees

- [Secondment procedure](#)
- [Traineeships & Bespoke Programmes](#)
- [Apprenticeships](#)
- [Higher Apprenticeships](#)
- [Graduates scheme](#)

- [Pathway to employment](#)
- [Internships & Education Partnerships](#)

Redesigning and re-evaluating a role

- [Job Evaluation](#)

Unsuccessful attempts to recruit or difficulties in retaining staff

- [Recruitment and Retention Allowances Policy](#)

In order to recruit to any post with the Council, managers must follow the [Recruitment Protocol](#). The process for recruiting and selecting staff must comply with the Council's [Recruitment and Selection Policy](#).

A [Recruitment Toolkit](#) has been created in order to provide guidance and support to managers on the process to be followed when recruiting. An [e-recruitment guide](#) is also available to support managers on using the e-recruitment system. Please note, managers will need to complete an e-learning module on using the e-recruitment system before being able to start the recruitment process.

The [Interview pack documents](#) section on the HR & OD Communications site includes everything from documents to complete in order to fill a post through to photo ID declarations to guidance for managers on making an offer.

4.2 Learning and Development

The main learning and development platform within the Council is [The Learning Centre](#) (TLC) which is a digital platform hosting e-learning courses and appraisals.

In addition to TLC, the Council offers various schemes or routes for training and development;

- [E-induction](#) and Corporate Induction
- One to one meetings and [annual appraisals](#)
- [Coaching Scheme](#)
- Work Shadowing
- [Apprenticeship levy](#)
- [Management training](#)
- Other funded qualification training

Please note, there is a [Supervision Policy and Standards document](#) which sets particular standards on holding one to one meetings for those within Children's Services and a separate [Supervision Practice Toolkit](#) for Qualified Social Workers.

4.3 Succession Planning

Succession planning focuses on identifying and growing talent to fill leadership, business-critical and statutory positions in the future.

The aim is to be able to fill key roles effectively if a current post holder leaves the organisation both in the short and long term. This could be either through developing others in order to be able to fill critical posts or ensuring that key knowledge is shared so that this is not lost if the individual is on a long period of leave, leaves the service or employment with the Council.

The [Succession Planning Toolkit](#) can be found using the link provided.

Managers may identify individuals career aspirations, along with those with the required core skills and behaviours to fill leadership, business critical and statutory positions, in both informal and more formal routes, such as one to one and annual appraisal meetings.

Succession planning should be closely linked to talent management programmes.

4.4 Talent Management

Talent management is a term widely used to describe the processes used to attract, identify, develop, engage and retain individuals of particular value to their organisation. Talent can be found at all levels of the organisation and is not limited to individuals within, or with the potential to fulfil, management and leadership positions.

What attracts, engages and retains individuals varies upon the individual, however, there are some key themes for which the Council has strategies, policies, procedures and initiatives in place to support;

Flexibility in working practices

[Smart working](#), [Home working](#) & [Flexi-time scheme](#)

[Family friendly policies](#)

[Flexible retirement](#)

Learning and development opportunities inc. career development

See [section 4.2](#) of this policy.

Making a difference and Innovative working

[Improving Lives Programme](#)

[Technology & People \(TAP\)](#)

Benefits inc. Salary, Job design & Job satisfaction

[Job Evaluation](#)

[Staff Benefits Handbook](#)

[Recruitment & Retention Allowances](#)

Culture & Values

[Culture and behaviours strand of the Improving Lives Programme](#)

[4 C's](#)

Good leadership & management practices

[Management training](#)

[People Strategy](#)

[Working Agreement](#)

Identifying individuals of particular value to the organisation and any development needs they may have, can be achieved through [workforce planning](#), [succession planning](#), [annual appraisals](#) and or one to one meetings.

4.5 Workforce Information and Establishment Control

Workforce Information within the Council is stored on SAP and maintained by HR&OD. Managers are responsible for reviewing their structure and ensuring that the relevant teams within HR & OD are notified of structural and staffing changes in a timely manner.

The [Organisation Management for Managers](#) guide provides detailed guidance to managers on how to make the necessary changes. The team that needs to be notified of any changes depends on the change needing to be made;

Recruiting & new appointments – Recruitment team

Staffing changes – HR Admin and Payroll Services, Payroll

Structural changes – HR Admin and Payroll Services, Control Expenses & Reporting

In order to support managers in workforce planning, HR Admin and Payroll Services produce corporate level, business area and sickness absence workforce dashboards which can be found here:

<https://somesetcc.sharepoint.com/sites/HROD/SitePages/Management-Information.aspx>