

Rotherham MBC
Workforce Development Strategy
2005 – 2008

1. Introduction

The population of Rotherham is 248,000 of whom, Rotherham MBC employs around 15,000 staff. Rotherham MBC is the largest employer of local people in the community. The majority of Rotherham (75%) is rural in nature, and the Borough benefits from a wealth of natural and built environments. Rotherham has an ageing population and also faces the challenge of a falling population. Rotherham's minority ethnic population is 3.1% which is below the national average. Many of the challenges facing the Borough stem from the decline in the traditional coal and steel industries. This has resulted in massive changes within the local economy, changing jobs and businesses as well as the environment, communities and social conditions. The extent of this change is reflected in South Yorkshire's designation as an area entitled to the highest level of European (Objective 1) help and assistance (see Corporate Plan 2003-2006).

Rotherham is committed to continuous improvement as a provider of services to local people and as an employer. It recognises that people are its biggest and most valuable asset and are key to achieving the improvements required by the modernisation agenda and to achieve the goals in their vision. This recognition is reflected in the Corporate Plan core values of "Ensuring Fairness and Equity in Service Delivery" and "Becoming a Better Employer". This second core value is supported by Employee Commitments using the acronym HEART which stands for:

- Help each other to learn and develop
- Empower through open, clear communication
- Appreciate and respect each other, and our customers
- Recognise and acknowledge contributions
- Try new ideas and initiatives

This message is being widely promoted across the Council and the culture of rewarding good performance by employees is encouraged through initiatives such as "Employee and Team Heart of the Month", VIP Awards, and programme area awards.

Rotherham is proud to have been successful in attaining the Investors in People (IIP) Standard recently, as it recognises existing achievements around people management processes. There are already IIP action plans (Raising the Standard) in place for improving the management and support of employees, both corporately and in the programme areas. However, the need for strategic workforce planning has been identified by the Audit Commission in order to maintain consistency of quality in service delivery and to maintain high standards in people management and development. In response to this, the Human Resources Unit was restructured (Strategic Review – Human Resources January 2004). The new structure will better support the

implementation of the Workforce Development Strategy in addressing changing workforce issues (focusing on People, Policy and Partnerships).

In addition to Rotherham's commitment to the provision of quality services, there have been a number of other drivers for improvement in Rotherham in recent years.

The Government white paper "Strong local leadership, quality public services - 2001" introduced Comprehensive Performance Assessment (CPA), and introduced modernisation of political structures and placed new responsibilities on our Elected Members.

In 2003/2004 the Audit Commission carried out an inspection – "People Management for Modern Local Government" and an action plan was drawn up in response to their findings.

In 2003, the National Pay and Workforce Strategy was produced jointly by the Office of the Deputy Prime Minister (ODPM) and the Employers' Organisation for Local Government (EO), which highlighted five priority areas for improvement in local government. This has been supplemented, regionally, by the Yorkshire and Humberside Implementation Plan, which identifies issues for this region by the five priority areas. These priorities have been used as a focus for this Strategy. The national and regional priorities are:

- Developing **leadership** capacity among both officers and Members, including attracting effective leaders into local government from outside the sector and participation in leadership activity in the region
- Developing the **skills and capacity** of the workforce from the corporate centre to the frontline services, including managers at all levels
- Developing the **organisation** to achieve excellence in people and performance management, partnership working, the delivery of customer-focused services and responding to change
- **Resourcing** local government – ensuring that 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

Rotherham will continue to support regional activity to address the above issues, whilst taking action itself to respond.

1.1 Analysis of Rotherham's Future Staffing Issues and Requirements

Over the next three years, our workforce plans will be impacted by both strategic and service drivers. The Corporate Plan sets out the vision, values and priorities for the Council, in support of the Community Strategy. Short term priorities are set out in the annual "Year Ahead Statement". Resultant workforce development drivers at a strategic level are:

- Responding to inspection and review, e.g. CPA and Best Value reviews
- Capacity building – managers and Members, including Members on-line development
- Workforce development – roll out of revised PDR process and reinforcement of employee commitments
- Financial management – base budget review and capital strategy development
- Job evaluation and implementation of single status
- Achieving a diverse workforce and progress through the Local Government Equalities Standard
- New methods of working, flexible working and work-life balance
- Service improvements through RBT, e.g. HR and Payroll
- E-Government Strategy and access to quality services
- Service centre and one-stop shop development
- Changes to procurement, through RBT
- Development of external and internal communications
- Review of regional relationships and neighbourhood/area agendas
- Community Planning
- Review of the performance management framework

Resultant service-based workforce development drivers will be identified at a programme area level, but include e.g.

- Housing ALMO
- Government policy and legislative changes affecting Children and Young People's Services
- Attracting and retaining staff in professions where there is a national shortage, e.g. Social Workers
- Accommodation Strategy and asset management
- Strategic Partnering for construction
- Town Centre Renaissance

2. Why have a workforce development strategy?

People are key to supporting authorities in achieving improvement in their services and being representative of their communities, in keeping with the government's modernisation agenda. This has been highlighted in the government's white paper "Strong Local Leadership – Quality Public Services" and more recently in the "Pay and Workforce Strategy for Local Government" produced in 2003 (revised in 2004). It is essential that local authorities have the **right people**, with the **right skills** in the **right place** at the **right time** to maintain and improve existing and future services. This needs to be addressed at a strategic level, as well as being reflected in local

service/programme area plans, and financial resources for workforce development need to be identified. The Workforce Development Plan is a management tool to support this process.

In terms of the question “What do the rights mean?”, there is no one answer that would be applicable to all organisations. Each Service and Programme Area will have its own understanding that is dictated by its present day circumstances and where it expects to be in the future.

The “right person” reflects: -

- Attitudes and outlook (matched to that of the organisation/service)
- Adaptability and flexibility to changing agendas
- Reflecting the composition of the community served
- A positive attitude to self development

The “right skills” can include: -

- Leadership Skills
- Management Skills
- Job specific skills
- Generic skills/behaviour
- Skills for life

The “right place” can mean: -

- Where the business of the organisation needs to be conducted, e.g.
 - In the relevant community
 - At home
 - In a contact centre
 - In the administrative centre

The “right time” can mean: -

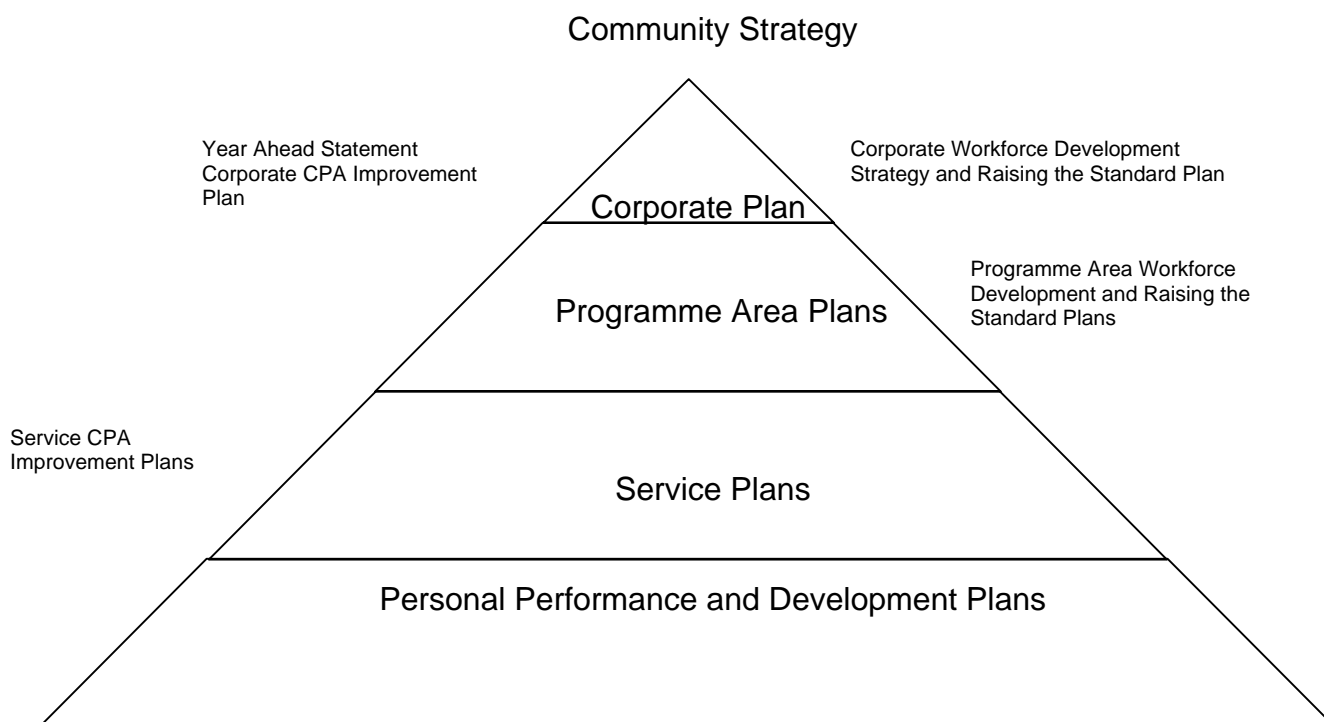
- Now
- In the future
- 24/7

This strategy is a “whole organisation” strategy that addresses existing deficiencies, weakness and future needs in an integrated way that enables it to build, sustain and improve its services for the benefit of existing and future service users and stakeholders.

3. Relationship to existing strategies and plans

Rotherham already has a number of strategies and plans in place headed by the Community Strategy. Other strategies and plans are more directly related to supporting people management in the authority (see diagram below). The workforce development strategy is closely linked to service plans and supports the HR strategy and is in turn supported by the programme area Learning and Development plans, informed by Personal Development Plans.

The Workforce Development Strategy 2005-2008 links clearly to existing strategies, plans and priorities for the coming years and reference will be made to these throughout the document.



The overarching corporate strategy identifies priorities for workforce development for the Council as a whole and includes the overall strategy for implementation and monitoring of Workforce Development. The programme area Workforce Development Plans provide the detail on how skills gaps will be met and the budget identified for this.

As planning progresses and becomes more embedded in Rotherham, then the above planning framework will be rationalised, in particular, Raising the Standard Plans will become merged into Workforce Development Plans.

4. The workforce planning process

Current and future staffing issues, particularly at the strategic level, were identified at 1.1. The workforce planning process involves a number of other key elements needing to be considered:

- Current position in relation to workforce planning
- Partners and key stakeholders
- Roles and responsibilities
- Data and method of collection
- Evaluation and timescales

4.1 Current position in relation to workforce planning

Rotherham is working in partnership with BT in a number of key areas, including Human Resources. A new HR and Payroll system will enable the Council to capture information on skills gaps of the existing workforce through the new Performance and Development Review (PDR) system, allowing

managers to enter skills and capacity information onto the system at the time of the PDR interview. The introduction of employee competencies for all posts has enabled the application of a consistent measure. However, there will also be the need to measure skills gaps by way of other measures such as qualifications. For example, number of staff qualified to NVQ level 2 in Care in Social Services.

The new system will take time to embed and will probably not produce results for another year. Until then, Rotherham will work with existing knowledge about skills and qualifications and build on the use of employee and manager competencies to manually review PDR outcomes to identify gaps. Work with Sheffield City Council to design a development centre for managers will result in clearer gap analysis in relation to current skills of managers and identify potential for future development, i.e. succession planning.

Development of the HR and Payroll system will also improve the Council's ability to monitor the profile of its workforce, turnover and sickness absence management.

Workforce planning is not yet fully embedded within the corporate and service planning process. This strategy seeks to develop the framework for and enable successful workforce planning throughout the Council.

4.2 Partners and Key Stakeholders

4.2.1 Stakeholders

The provision of sound workforce planning and, therefore, better employment practice will result in a motivated workforce providing efficient and cost effective services, thus benefiting Elected Members, employees, our customers and our partners.

4.2.2 Partners for delivery

In the interests of achieving greater efficiency and diversification of Service provision Rotherham works in partnership with other bodies. These include:-

- RBT
- The NHS, PCT and Rotherham Hospital Trust
- Private sector companies, e.g. recruitment advertising and campaigns, training provision, strategic partners
- Broad range of partners assisting capacity building (supported by ODPM funding)
- Jobcentre plus
- Learning and Skills Council
- Trade Unions
- Employers Organisation
- The Local Strategic Partnership
- Other Councils in the sub-region/region

4.3 Roles and Responsibilities

Commitment to the process at all levels of the organisation is required for workforce planning to be successful. This written strategy is only a representation of an ongoing process which must be linked to service/business planning for it to be meaningful.

Strategic HR will produce guidance for programme area managers on local workforce planning and the production of local workforce development plans (see Appendix A). Managers will be prompted to consider a range of questions to identify future demands on their services such as e-government, new legislation, changes in demography, recruitment and retention issues etc., in order to assess the demands of the workforce in their programme area in the coming years. This will enable them to consider both the skills gaps and development needs of existing staff as well as skills and capacity gaps for the future and how they might be met. This process must be clearly linked to the service/business planning process.

In addition, workforce development panels will have a key role to play in the implementation of workforce planning, as they will be responsible for ensuring that development opportunities are accessible to the entire workforce through a fair and consistent process. In addition, they will ensure that value for money is achieved and that all methods of learning are considered in meeting the developmental needs of the staff. Proposed roles for workforce development panels (Corporate level and Programme Area) are set out at Appendix B.

Chief Executive's Office and Strategic HR will be responsible for the corporate agendas identified within this strategy. In terms of employee and Member development, responsibility is as set out in the skills framework below. Also shown is the relationship between skill levels and the national qualifications framework. This is shown to provide clarity in progression routes, but does not indicate a general corporate requirement to achieve formal qualifications (although there will be areas where this *is* a requirement, e.g. NVQ 2 in care).

Skills Framework

Skill groups	Target Group	Lead role	Skill level
Community Leadership	Partners Elected Members Senior Managers	Chief Executive's Chief Executive's Strategic HR	
Leadership	Elected Members Senior Managers Middle Managers (M3) Future Leaders	Chief Executive's Strategic HR Strategic HR Strategic HR	Level 5
Management Competencies	Managers	Strategic HR	Levels 2-5
Job specific/technical skills	Managers All employees	Service Service	Levels 2-5
Employee competencies (creativity, communication, learning, timescales, diversity, feed back, bureaucracy, ambassador, ownership, personal development) Generic Skills IT, health & safety, recruitment & selection	All employees	* Service	Levels 1-3
Skills for Life: Literacy, numeracy, IT		ECALs, Strategic HR, unions	Levels 1-2

* within framework set by the Corporate Workforce Development Panel

4.4 Data and Method of Collection

The new HR and Payroll system noted above will improve the collection and processing of workforce data. However, the Council currently monitors data in relation to:

- The workforce profile (age, gender, ethnicity, disability)
- Employee perceptions (Employee Opinion Survey, IIP internal review, representative worker groups and focus groups)
- Leavers (exit interviews)
- Turnover
- Current skills and gaps (PDR process and review, using competencies)
- Sickness absence (numbers and reasons)
- Evaluation of recruitment and selection processes

Methods of collection vary in terms of reliability. Workforce profile information is revised regularly by means of workforce audit, although the new HR and Payroll system will improve reliability of information, with both manager and employee access. The employee opinion survey is run bi-annually and is a key driver to improvement activity set out in Raising the Standard plans. Leaver and turnover information is patchy, with Exit interviews not being applied consistently. Skills information from PDRs is developing as highlighted above and review of recruitment and selection exercises is ongoing, although supported by intermittent audit and reviews.

4.5 Resources

The workforce development strategy and workforce development plans will be supported at a number of levels, with budgets supporting activity at each level.

Current corporate activity is supported by the Strategic HR budget, Members Development budget, income from savings on the recruitment advertising budget and Capacity Building Fund support.

Budgets to support programme area activity will be identified in Programme Area workforce development plans.

The launch of this strategy includes a commitment to providing a minimum of 3 days (22 hours) worth of development per year, per employee (including part-time workers). Development will be provided by any of the methods recognised in the revised PDR process.

4.7 Evaluation

At a corporate level, activity referred to within this strategy is performance managed through related plans, e.g. HR Service Plan, Raising the Standard Plan, Equalities Action plans and the targets within them.

Progress on workforce planning is evaluated by Corporate Management Team against Year Ahead Commitment 5.

Member development is monitored and evaluated by the Member Training and Development Panel. A management development steering panel oversees progress of management development corporately. Both of these capacity agendas are ultimately measured by CPA.

The workforce planning framework incorporates key roles in evaluating capacity issues at a service and corporate level.

Staff satisfaction is measured by means of a bi-annual employee opinion survey, internal review for IIP and by feed back from representative worker groups and focus groups. In the longer term, mapping between customer and employee satisfaction will be developed.

5. Corporate Priorities

A number of corporate workforce development priorities have already been identified, responding to the drivers set out at 1.1. These corporate priorities and action to be taken to address them can be categorised in terms of the five priorities identified in the National Pay and Workforce Strategy.

5.1 Developing Leadership

5.1.1 Drivers

- Initial work on management development (2001/02) was focussed on Directors and Heads of Service. A Leadership programme resulted in the production of Rotherham Manager competencies and was a driver for further work in agreeing shared values for the organisation, now encapsulated within the employee competencies. Significant changes have taken place in senior management of the Council since 2001. There remains a need to support senior managers in their continuous development.
- The CPA assessment in 2002, and IIP formative assessment, identified the need to continue the capacity building programme with concentration transferring to the middle manager [M3] level. The programme of activity set out below (5.2) will ensure development of current and future middle managers to ensure the skills and abilities to become future leaders.
- In common with local authorities nationally, Rotherham has an ageing workforce. It is, therefore, necessary to develop future leaders from within the workforce.
- The CPA corporate assessment also identified the need to develop Member capacity.
- The National Pay and Workforce Strategy, and the Rotherham Employee Competencies identify the need to develop leadership throughout the organisation.

5.1.2 Actions

Short-term

- Additional mainstream funding to support Member development, from 2004.
- Enhanced Member induction, locally and regionally, in 2004
- Provision of officer mentors for new Members
- Provision of external mentors for senior managers and Members (supported by Capacity Building Fund)
- Personal Development Plans for each Member

- Participation in regional and national initiatives in support of leadership development, e.g. Accelerated Development Programme, Advanced Development Programme, Future Leaders Programme.

Medium-term

- Work with Sheffield CC to introduce a development centre for middle managers will include analysis of leadership skills (supported by Capacity Building Fund)
- Design of the Rotherham Standard Manager programme will include elements of leadership development and allow for succession planning
- Participation in the work of the Leadership Centre
- Development of joint Member-manager networks
- Development of Members on-line

Long-term

- Work to develop current manager capacity will also make Rotherham a more attractive employer and encourage interest from other sectors into senior manager posts in Rotherham.
- Measurement and development of leadership behaviours in all employees (through employee competencies) and continued work to raise the profile of HEART throughout the duration of this strategy

5.2 Developing skills and capacity of the workforce

5.2.1 Drivers

- The drivers listed at 1.1, highlighting key priorities for the Council, inevitably result in development activity for managers. Areas for focus of management development activity were agreed by Management Team in 2004:
 - Financial Management
 - Performance Management
 - Procurement and partnering
 - Performance and Development Reviews
 - Regional Relationships and the LSP
 - Equality and diversity in service delivery and employment
 - Work-life balance
 - Neighbourhood/area agendas, community planning
 - Communications
- The need to develop future leaders, noted above
- The need to develop E-skills of the workforce in support of the E-government agenda
- The need to identify employee competencies and allow development of employees

5.2.2 Actions

Short-term

- Interim middle manager programme (supported by Capacity Building Fund)

- Continue oversight of management development by steering panel
- Scoping and design of Rotherham Standard Manager Programme (supported by Capacity Building Fund)
- Continue to roll out the new PDR process and audit the effectiveness of reviews
- Development of IT training strategy in partnership with RBT, to support the E-government agenda. A strategy for IT Training will be agreed to coincide with the launch of this Workforce Development Strategy
- Review of E-Learning pilot and strategy for roll out during 2005/06 with priority areas for conversion to e-learning
- Agree equalities and diversity training objectives for the Council

Medium-term

- Design of Development Centre for middle managers in partnership with Sheffield CC rolled out during 2005 (supported by Capacity Building Fund)
- Outcomes from PDRs evaluated through the new workforce planning framework. Employee development is the responsibility of Services, but will be overseen by the new Corporate Workforce Development panel
- Development of a broad range of learning interventions, evaluated by Programme Area training panels
- Development of skills for life (partnership between Strategic HR, Community Learning and unions). Assessment, testing and development of employees' basic skills
- Agree learning agreement with unions
- Development of modern apprenticeships

Long-term

- Roll out of development centre to other tiers of management
- Further evaluation and revisions to PDR process
- Development of skills mapping
- Improvements in recording and analysis of Council workforce skills

5.3 Developing the organisation

5.3.1 Drivers

- Key priorities noted at 1.1 set the agenda for the development of the organisation
 - Communications
 - Flexible workforce
 - Workforce remodelling needs
 - Review of the Performance Management Framework
 - Diversity in service delivery and work towards the Local Government Equalities Standard
 - New methods of working – procurement, one-stop shops, ICT

- Recent audit by the HSE and feed back from the Employee Opinion survey identified priority work around management of stress
- The partnership with BT requires flexibility to allow return of employees from the joint venture

5.3.2 Action

Short-term

- Further development of external and internal communications and feed back mechanisms
- New methods of corporate communication piloted
- Conduct IIP internal review and action plan from outcomes
- Investigate levels of stress and its causes
- Develop home working pilots
- Review and develop performance management framework (supported by Capacity Building Fund)
- Undertake re-modelling of Education and Children's Services
- Gain commitment to a comprehensive equality policy

Medium-term

- Continue to develop employee involvement mechanisms and relationships with unions
- Communications audits will identify gap areas.
- Continue to develop awareness and support for work-life balance
- Engage in equalities impact assessments and consultation on equality and diversity with stakeholders
- The partnership with BT will result in new methods of working, with changes to IT, procurement, customer services, access and delivery
- Develop initiatives in response to stress audit
- Conduct stress risk assessments and action to address concerns

Long-term

- Set equality objectives and targets in relation to service delivery in addition to those for employment
- Achieve recognition regionally and nationally

5.4 Resourcing

5.4.1 Drivers

- The Council has invested considerable time in reviewing and auditing its recruitment and selection processes and advertising is now carried out in partnership. Current priorities relate to promotion of the Council as an employer of choice
- The need to identify future recruitment needs and retention issues
- Workforce profile data indicates the need to continue to promote diversity in the workforce (corporate health indicators)

- Workforce profile data indicates the need to promote employment with the Council to young people

5.4.2 Actions

Short-term

- Development of, and involvement in, graduate recruitment schemes
- Design of modern apprenticeship scheme and identification of potential funding streams
- Development of Positive Action Training Scheme (supported by Capacity Building Fund)
- Womens project to support women and their development in the organisation
- Development of understanding of diversity through interim managers programme
- Development of Programme Area workforce planning
- Promotion of local government – town centre marquee, video screen, CD Rom
- Re-engineering of recruitment processes and provision of on-line recruitment

Medium-term

- Developments in the HR and Payroll system will identify potential retention issues
- Implementation of modern apprenticeship scheme
- Promotion of Council as employer of choice through the internet
- Positive action measures to open up access to employment for disabled people
- Promote management development opportunities for BME workers
- Promote employment opportunities and career options to younger workers

Long-term

- Promotion of Rotherham in terms of employment
- Workforce planning development at a Partnership level
- Pre-employment training in hard to recruit jobs encompassing targeting of disadvantaged groups
- Develop the means to utilise the skills of asylum seeker communities and overseas workers
- Partnership with other authorities/public sector bodies for recruitment portal

5.5 Pay and rewards

5.5.1 Drivers

- The need to attract, retain and develop a skilled workforce
- Achieving value for money in service delivery
- The need to address Equal Pay issues

- Implementation of Single Status
- The National Pay Award 2004
- The need for a modernised, flexible pay and rewards structure (total rewards system)

5.5.2 Actions

Short-term

- Risk Assessments for Equal Pay Claims
- Scope and develop an action plan for an Equal Pay Audit
- Complete Job Evaluation processes (moderation)
- Transfer job data from HR/Payroll system to Pay Modelling software
- Devise new pay structure to integrate employees in former Manual and APT&C Admin/Clerical grades
- Renegotiate Part 3 Provisions (Allowances)
- Review impact of changes in Pension Regulations
- Establish market rates (and supplements where necessary) for benchmark jobs through partnership with other local Authorities (South Yorkshire & West Yorkshire Sub-Regional groups)

Medium-term

- Design and implement a competency/performance (contribution) based system of pay progression
- Implement monthly pay for all employees
- Implement recommendations from Pay Commission (skills pathways, work-life balance agenda etc.)
- Roll out Job Evaluation for Senior Technical, Professional and Managerial employee groups (Grades SO1 to PO14) by April 2007
- Implement regular Equal Pay Audits

Long-term

- Develop a Total Reward Strategy (inc. flexible benefits package)
- Review and implement pay structures for Senior Management Posts (extended Principal Officers and Chief Officers)
- Look at feasibility of establishing a Rotherham forum on Pay including partnerships with other public/private sector bodies e.g. PCT, Job Centre Plus, Rotherham Partnership

6. Programme area priorities

This Strategy will be supplemented by a series of local programme area workforce development plans structured to show priorities, action, resources, timescales, targets and measures. Local managers will need to consider local workforce development needs such as:

- Numbers of staff required in the future
- The skills staff will require e.g. competencies such as IT skills etc

- Qualifications required such as where there is a statutory requirement e.g. NVQs
- How areas of shortage (numbers of staff or skills) might be addressed e.g. succession planning
- Equality and diversity – looking at the workforce profile

Full guidance to local managers is found in Appendix A.

7. Summary

This document sets out corporate priorities identified at this early stage of workforce planning. This strategy will develop alongside better workforce data information and the integration of workforce planning into the business planning process. Service priorities will be developed through service business planning.

8. Appendices

Appendix A – Guidance to managers on workforce planning and production of local workforce development plans

Appendix B – Role of training panels

9. Plans

Plans supporting this strategy:

Corporate Raising the Standard Plan

HR Service Plan

Chief Executive's Service Plan

CPA Improvement Plan

Equalities Action Plans

Workforce Development Framework – role of panels and terms of reference

Corporate Workforce Development Panel

- Shares information about development activity and identified need within programme areas and corporately.
- Identifies areas of shared need across programme areas and agrees provider solutions based on analysis of best practice.
- Identifies opportunities for cross-programme area delivery and access to funding.
- Identifies need related to corporate-led initiatives, e.g. Leadership, management development.
- Reviews quality of provision and agrees an approved list of training providers.
- Reviews the Corporate Workforce Development Plan on an annual basis for reference to Corporate Management Team
- Monitors funding for corporate-led initiatives
- Agrees sharing of information with Services re. corporate development activity
- Examines funding availability to maximise access

The panel is chaired by the Head of Strategic HR.

Membership:

Representatives from each programme area (workforce development leads), Strategic HR (workforce and management development, IT training), Equalities unit, unions

Meets quarterly

Programme Area Workforce Development Panel

- Agrees Programme Area Workforce Development Plans
- Reviews Service workforce planning matrices
- Reviews and agrees Learning and Development Plans
- Ensures corporate initiatives are being linked
- Ensures appropriate usage of budget/funding options
- Decides allocation of development budgets
- Reviews progress against plans
- Evaluates development activity
- Provides guidance on best means of delivery of development

The panel is chaired by the Programme Area Director.

Membership:

Programme Area SMT members

Operational HR Manager

Training Co-ordinator

Union representative

Meets quarterly

Service Training Co-ordinators/ lead officers undertake analysis of PDR outcomes (group plans) to produce an annual learning and development plan, which identifies consistent need (gaps) across the Service. They review methods of development in operation and refer issues to the Programme Area panel. They provide advice on compilation of Learning and Development plans (based on group plans and matrix outcomes).

The operational HR manager provides advice on the completion of the workforce planning matrix and workforce development plans, particularly the future needs of the Service. Compilation of the matrix may identify further development needs for incorporation in Learning and Development Plans.

Workforce Planning Framework

