

# Appendix 1 – Workforce Planning Model

Understanding what is going to drive the council's business in the future

How many and what sort of people will we need

How many and what sort of people do we have

## 1: Strategic analysis

**Strategic analysis**

**Think about....**

- Changing context e.g. economic, financial, legislation changes
- What matters most?
- Where have you come from?
- Where are you going?

## 2: Assessing demand

**Demand**

**Questions**

- What are the future services being provided?
- What are the workforce implications?
- What skills & competencies are needed?
- What new roles or working practices might be needed?
- Can (new) technology help?

## 3: Assessing supply

**Supply**

**Questions**

- What is the current workforce profile?
- What are the evident risks, i.e. single points of failure?
- What are the current skills and competencies?
- How reflective is this of local communities?

## 4: Strategies & actions to bridge need

**Bridging the gap**

- Flexibility & agility
- Graduate & Apprenticeship programmes
- Developing career pathways
- Mentoring & coaching to facilitate knowledge transfer
- Succession planning around single points of failure
- Job redesign/profiles
- New technology
- New or different ways of working
- Values based recruitment