

## People Committee - for assurance

**Meeting agenda title:** Development of the Workforce Planning Framework and Methodology

**Meeting date:** 2 February 2023

**Time required:** 15 min

**Presenter:** Sarah Lal

**Approved by:** Sarah Lal

### 1. Reason for this report

- 1.1. The report sets out to provide an update on the development of the ICO's workforce planning framework and methodology.
- 1.2. This paper has regard to the 04a Capacity and 04b Capability opportunities.

### 2. Background

- 2.1. Over a six-year period, from March 2016 to March 2022, the ICO's headcount increased by 86% from 540 staff to 1003 staff. To deliver this ambitious growth, the organisation primarily relied on the recruitment of experienced candidates, on permanent or temporary contracts. However, considering our 04a and 04b opportunities, and requirement to reduce the pace of growth of the ICO and focus resource on priority pieces of work, our workforce plan must evolve.
- 2.2. Consequently, the ICO has been presented with an opportunity to be more 'curious' about exploring alternative methods of acquiring, developing, utilising and redistributing talent. As a result, we now have the chance to evolve our workforce planning framework across the entire ICO.
- 2.3. Workforce planning is a business process which analyses an organisation's present staff, determines its future workforce requirements, and identifies the gap that exists between its present employees and the essential future talent. This enables the organisation to implement a range of solutions which will source and secure the people that it needs to accomplish its objectives. The objective of the ICO's strategic workforce planning is to ensure

that the ICO's workforce properly aligns overall with ICO25. In contrast, operational workforce planning focuses on achieving the organisation's short-term goals (within the current 12 months).

### 3. Discussion

3.1 The ICO is following a six step methodology to establish a strategic workforce plan. Annex A of this report provides a summarised version of the agreed methodology we will use to develop our workforce plan. Below is the progress that has been made over the past six months.

#### 3.2 **Strategic alignment of workforce planning and business planning activities**

3.2.1 We are evolving our business planning/budgeting processes to ICO25 and strategic workforce planning. Business planning and budgeting now looks across the next three years with an annual action plan.

3.2.2 The business planning process has been expanded to cover a three year period in line with ICO25 and strategic workforce planning. Directorates have been provided with an environmental scanning tool to develop longer horizon resource considerations. This will enable clear forecasting of staffing supply and anticipating demand for talent accurately.

3.2.3 Through using this modified business planning process, we are able to gather the information needed to complete steps one (establish baseline), two (determine supply) and three (understand demand) of the strategic workforce planning methodology.

3.2.4 By completing steps one to three of this methodology, we will be well positioned to gather the required business intelligence to identify the potential workforce gaps that are likely to impact our directorates' ability to deliver on their ICO25 plans. Therefore, we will be able to create both long-term strategic action plans and short-to-medium term operational plans which ensure that the ICO has the right capacity and capability to meet current and future demand by redistributing resource to priority areas.

#### 3.3 **Operational workforce planning activities:**

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- 3.3.1 In the ICO25 plan, the ICO has committed to “ensure all our operational caseloads are within our published service standards by 31 March 2023. A multi-functional team has collaborated to produce a plan to achieve this commitment. As part of this activity, we proposed a range of workforce planning initiatives to senior stakeholders that have since been consolidated into three workstreams which are currently in progress. These activities will enable the ICO to effectively redistribute its people resource to resolve short-term capacity issues in priority areas
- 3.3.2 As part of a pilot to support accurate forecasting with the workforce planning framework we are assessing current requirements in the ICO Regions (ICOR) directorate to determine what additional resources they’ll need to meet their forecasted demand. This is to ensure we have the right capacity and capability to deliver the services required to our regional stakeholders. As part of this workstream, we’ve developed a time and motion study to build a picture of the nature, volume and predictability of the work undertaken by ICOR. This has been completed by all staff delivering specific regional services and once analysed, will provide insight and evidence to ensure deployment of resource is targeted to this area in a timely manner with readiness of skill.


### 3.4 **Creation of a workforce planning toolkit for internal teams**

- 3.4.1 In conjunction with embedding workforce planning into the business planning process, we’ve developed a bespoke toolkit for senior leaders to enhance their awareness of strategic workforce planning and therefore increase their engagement. We also offer with direct support and guidance through the People Services offer to centralise data found to support our baseline step.
- 3.4.2 The aim of these resources is to provide direct support to enable directorates to broaden their thinking around workforce planning. This should encourage directorates to be more ‘curious’ about alternative talent approaches. Further details of this toolkit can be seen below. (These can be accessed from ICO devices – if any Committee members

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have difficulties accessing the documents Corporate Governance can provide them separately).

Workforce Planning Toolkit for IRIS	
Resource Title	Purpose
 <a href="#">Introduction to Workforce Planning</a>	This guide provides an outline of the factors that are contemplated as part of workforce planning.
 <a href="#">The Workforce Planning Process</a>	This guide provides insight into the typically recognised approach for workforce planning. It raises a series of questions to be considered by directorates.
 <a href="#">Planning Horizons</a>	This guide is designed to share information which will help directorates distinguish between resource planning, operational planning, and strategic workforce planning.
 <a href="#">Leavers – The Summary</a>	This guide delivers a high-level overview of the workforce planning methods that be used to recruit, retrain, retain and redeploy talent within the ICO. Directorates can 'pull' these levers to exploit their capacity and capability opportunities in the short, medium and long term.
 <a href="#">Leavers – The Detail</a>	This expands on the detail shared in the 'Leavers – The Summary' guide above. It provides greater depth regarding benefits of using each method, the factors that directorates will need to consider when choosing that method and the stakeholders that will need to be contacted to progress the opportunity.
 <a href="#">Environment Scanning Tool</a>	This is a strategic tool which supports directorates to assess and forecast the specific external factors that are likely to impact their service delivery. Insights from this tool will be used to facilitate conversations between directorates and People Services' teams regarding workforce planning levers.

Workforce Planning Toolkit for IRIS	
Resource Title	Purpose
 <a href="#">Segmentation Tool</a>	<p>This tool helps directorates to:</p> <ol style="list-style-type: none"><li>1) identify their critical job roles,</li><li>2) understand how aligned these positions are to their ICO25 objectives,</li><li>3) review how they've historically increased the capacity of these roles</li><li>4) determine whether these roles are difficult to recruit to.<ul style="list-style-type: none"><li>• Again, insights from this tool will be used to facilitate further conversations between directorates and People Services' teams regarding the use of alternative workforce planning levers.</li></ul></li></ol>

#### 4. Next steps

- 4.1 We will review the information gathered in the completed WFP tab from the new three-year business planning template. These insights will enable the workforce planning team to complete steps one-to-three of the methodology to establish baseline and determine supply/demand factors that are likely to affect each directorate (see Annex A)
- 4.2 Once we have this information, we will begin step four of the methodology - consult with each directorate to identify where the forecasted talent gaps are likely to appear over the next three years.
- 4.3 These action plans will be reviewed by the multidisciplinary workforce planning working group before being finalised. An example of a summary action plan for the Customer Service Directorate can be seen in Annex D. It is important to note that the example in Annex D is merely a model to illustrate the typical features of an action plan, rather than the confirmed result.

#### 5. Link to the ICO25

- 5.1 This work relates to the purpose of ICO25 – “We empower your organisation to confidently plan, invest, innovate and grow.”
- 5.2 Strategic workforce planning, once embedded into the ICO’s culture, will help us confidently plan the people that we will need over the next three years. It will highlight the areas that need investment in training and development. It will also provide a

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platform for directorates to innovate how they exploit capability opportunities, all of which will help directorates to grow their capacity as/when required.

### 6. Links to the Risks and Opportunity Register

- 6.1. This supports our 04a Capacity and 04b Capability opportunities and actions are discussed in the 'deep dive' paper provided to the committee.

### 7. Publication considerations

- 7.1. This report can be published internally.

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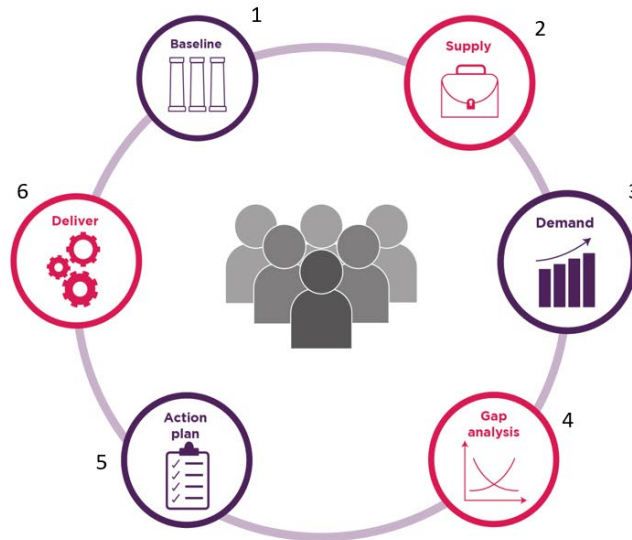
**Consultees:** Sarah Lal, Joanna Marshall, Catherine Bentley

**Annexes:** Annex A: Workforce Planning Methodology; Annex B: Multidisciplinary Workforce Planning Group; Annex C: Early Careers; Annex D: Example Action Plans for Customer Service Directorate

Annex A: Workforce Planning Methodology



Developing a Strategy



**Step One: Baseline: (current stage)**

- Understand ICO25 in resource terms and analyse the external environment to determine which factors could influence/affect our workforce in the coming years through our O4a and O4b opportunities.
- Review workforce analytics/data to see present size/shape of our workforce.
- Use role segmentation so that we can prioritise key areas of focus i.e. what are our critical job roles?

**Step Two: Supply: (developing)**

- Determine where that future workforce is going to come from and how our baseline is likely to change over that planning horizon.
- Review historic rates of turnover, retirement and vacancies at the ICO
- Research the external market to consider what trends are likely are to influence our areas of capability.

**Step Three: Demand:**

- Consult with directorates to determine what they think their future skills and capability needs will be and why.
- Predict the timeframes involved i.e. at what point in the planning horizon will these staff members be needed.

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### **Step Four: Gap Analysis:**

- Use supply and demand factors to determine where the gaps are now, how they're likely to evolve over the planning horizon and consider what the impacts will be.

### **Step Five: Action Plan:**

- Collaborate with directorates and their People Business Partner to create action plans using the workforce planning levers i.e. buy, build, borrow etc.

### **Step Six: Deliver:**

- Deliver this plan to the wider organisation. Develop and agree a set of actions with appropriate support and information for managers and regular reviews of outcomes.



**Annex B:** Multidisciplinary Workforce Planning Group

Stakeholder Area	Contribution/Input
Project Management Office	<ul style="list-style-type: none"> <li>• Provides PMO guidance/methodology on developing the commissioning brief in further detail.</li> <li>• Provides insight into the demand and resource planning workstream that is under way.</li> </ul>
Workforce Planning	<ul style="list-style-type: none"> <li>• Provides expertise around early careers and workforce planning</li> </ul>
Talent	<ul style="list-style-type: none"> <li>• Provides expertise for the '<b>Buy</b>' lever i.e. recruitment options for permanent staff.</li> <li>• Also provides expertise for '<b>Borrow</b>' lever i.e. temporary recruitment and secondments.</li> </ul>
Organisational Development and Capability	<ul style="list-style-type: none"> <li>• Provides expertise for the '<b>Build</b>' lever i.e. capability segmentation/professions mapping and career development pathways</li> <li>• Also provides expertise for '<b>Bind</b>' lever i.e. succession planning</li> </ul>
People Business Partners	<ul style="list-style-type: none"> <li>• Acts as representatives for their respective directorates – providing valuable insight into their directorates' key objectives and challenges.</li> <li>• Also provides expertise for '<b>Bounce</b>' lever i.e. repurposing/redeploying staff to other areas of the business.</li> </ul>
HR Operations	<ul style="list-style-type: none"> <li>• Provides expertise around contracts.</li> <li>• Also partly responsible for the '<b>Bounce</b>' element i.e. performance improvement/disciplinaries</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Provides expertise around budgets/costings</li> </ul>
Planning and Performance	<ul style="list-style-type: none"> <li>• Provides expertise on the business plans. Their input should help to ensure that business plans remained aligned to both to ICO25 and workforce planning</li> </ul>

## Annex C: Early Careers

### **1. Apprenticeships**

- 1.1. Apprenticeships are structured training and development programmes with clear milestones which result in users receiving recognised qualifications. They're used as part of our 'borrow' lever and they allow directorates to recruit younger talent into their teams on fixed-term contracts. Apprenticeships are also part of the 'build' lever. They have been used to develop new capabilities within existing members of staff. Equally, apprenticeships can be used as part of the 'bind' lever to help retain staff.
- 1.2. Since 2021, we have enrolled 54 members of staff across seven different apprentice programmes covering business administration, cyber security, data analysis, public sector compliance, leadership and management, project management and public sector compliance. At present, we've recruited apprentices into newly created posts in cyber, planning and performance, Financial Recovery Unit and we have a finance apprentice starting in February 2023.
- 1.3. 21 staff have completed apprenticeships, with 19 receiving distinctions. After enrolling on an apprenticeship programme, 50% staff have received promotions.
- 1.4. As part of the 'build' lever - we have plans to launch additional L3 and L5 management cohorts by the end of Q4 of this financial year.
- 1.5. As part of the strategic workforce plan, the aim will be to increase the number of apprentices within the ICO (as part of both the borrow and build levers) across the duration of ICO25. We've consulted with several directorates with PADPCS and Business Services interested in reviewing potential apprenticeship schemes.

### **2. Graduate Schemes**

- 2.1. Graduate schemes are being explored to support areas of the ICO who are suffering from talent shortages. Similar to apprenticeships, graduates will be recruited into the ICO on two-year fixed-term contracts.
- 2.2. With ICO25, one of the ways that our organisation will continuously develop its capacity and capability is through

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increased agility within the workforce. Graduate schemes build agility because they rotate graduates across different directorates/departments. As result, we gain staff who have exposure to a broad spectrum of ICO activities which enables them to work in cross-functional teams more effectively.

- 2.3. We've consulted with several directorates with Economic Analysis, HPI and Technology and Innovation interested in exploring further. However, resource constraints in these areas have made graduate schemes unfeasible in the next 12 months.
- 2.4. Our aim is to launch our pilot graduate scheme in September 2023.

### **3. Sandwich Placements**

- 3.1. Placement students can work on specific projects without long-term costs; directorates can benefit from up-to-date knowledge in the area of study; it raises the ICO's profiles amongst the graduate community and can provide a talent pipeline for graduate schemes and future hiring needs. Sandwich placement students are hired on 12-month fixed term contracts.
- 3.2. We launched a pilot scheme this year in the Business Services Hub SME. We have one student who started their placement in September.

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**Annex D:** Example Action Plans for Customer Service Directorate\*

<b>Example Action Plan for Customer Service Directorate – From April 2023</b>					
Levers used:	Borrow (early careers, secondments) and Bounce (redeployment)				
Priority workforce area	What specific Actions are needed to deliver each priority	Anticipated Outcomes	Who is responsible for delivery	Support Required	Timescales for delivery
Case Officers	Case officer role split into separate roles focusing on a) helpline activities and b) casework.	Increased candidate attraction and staff retention	Head of Department, OD&C, People and Strategy, HR Ops and Finance	Business Case to be submitted. New employment contracts may be required Consultation with TU's required.	Jan 2024
	Business admin apprentices will be hired to support the sift and create team.	Current and future bottlenecks to be minimised in medium-to-long term.	HOD, Talent and Workforce Planning,	Business Case to be submitted.	Sept 2023
	Staff with case work experience join from other business areas to temporarily join surge team – either through bounce (redeployment) or borrow (secondment) levers	Current bottleneck/backlog to be eliminated	HOD, Workforce Planning, People and Strategy	Support from other directorates. Coordination with communications. Consultation with TU's required.	May 2023

*\*This is an example only. The final action plan cannot be formed until consultation has taken place with directorates.*