



Comisiwn Staff  
Gwasanaethau  
Cyhoeddus  
Public Services  
Staff Commission

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**Principles and guidance to  
support joint workforce planning  
in public services in Wales**



## The Public Services Staff Commission

The Public Services Staff Commission is an independent non-statutory organisation that advises the Welsh Ministers and public service organisations in Wales on the workforce issues arising from public service reforms which will need action and resolution.

We work in social partnership with trade unions and public service employers to address shared challenges and opportunities for our public services and the public service workforce in Wales.

We work across organisational and sectoral boundaries to support the development and dissemination of good practice workforce arrangements across our public services.

The Public Services Staff Commission is made up of six Commissioners including the Chair, and is supported by a Chief Executive and staff team and more details are on our website.

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## Accessible formats

All publications are available to download from our website and if you would like this publication in an alternative format and/or language, please contact us.

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.

This document is also available in Welsh.

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## Scope of this report

Welsh Ministers asked the Public Services Staff Commission (the Staff Commission) to develop guidance on workforce planning together with a suggested approach to gathering consistent and robust workforce data. We have developed this guidance in social partnership with employers and trade unions, primarily working with members of the Workforce Planning and Mobility subgroup (the WPM group) of the Workforce Partnership Council (the WPC). This group is chaired by the Minister for Skills and Science.

As a non-statutory organisation, the delivery of our work is made possible through a remit letter<sup>1</sup> issued by Welsh Ministers under s60 of the Government of Wales Act (2006). Those bodies covered by our remit letter are listed in Appendix A, and as with all our work, where good practice advice and guidance is made available then there is nothing to prevent other bodies from adopting it.

The WPM group operates under the remit of the WPC and was established to drive forward some of the actions around workforce planning and mobility within the devolved public service workforce. The terms of reference are included in Appendix B.

The advice and guidance in this report is intended to be applied to the public service workforce in Wales where there are opportunities for the workforce to gain new skills and transfer knowledge and people between organisations and sectors. We consider that all those organisations listed in Appendix A should be included in the application of this guidance, including schools. We do however recognise that the lead in time to recruit, train and develop staff in more specialist roles e.g. teachers, clinical professions, may require a more targeted approach to be taken forward on a sector specific basis.

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<sup>1</sup> <http://publicservicesstaffcommission.gov.wales/about-us/role-and-remit?lang=en>

## Introduction

We have worked with the WPM group, to develop this guidance with the aim of achieving greater consistency in the outcomes of the workforce planning undertaken by individual organisations. This should in turn also improve co-ordination and greater consistency in workforce planning arrangements in public services in Wales, and allow for the sharing of workforce training development and delivery costs.

We have gathered information from a range of public bodies about their current approaches to workforce planning. We have also considered the data and information collation practices that could enable employers to more effectively plan for their future workforce requirements. In addition we have also gathered information on the broad range of initiatives, schemes and agencies offering support to develop the core and essential skills of the workforce, including those already endorsed by the Welsh Government.

The WPM group understands that as public funding continues to reduce and the demand for some services increases, the types of public services that are needed are likely to change. The public service workforce will therefore be required to adapt and urgent action is now needed to make best use of public funds and mitigate the risk of redundancy through sharing information and maximising skills training opportunities.

We have identified a number of broad principles which we believe will help to evidence that the planning activities and actions being taken will:

- target and make best use of existing planning systems and resources to shape joint workforce planning arrangements
- strengthen arrangements for joint workforce planning whether on a regional or a collaborative basis across public services
- support change management processes
- aid mobility; and
- enable greater consistency and improved co-ordination in workforce planning arrangements in public services in Wales.

These broad principles are then underpinned with suggested guidance.



## Principle

1. In accordance with the 'Welsh Way' of social partnership, organisations will include their recognised trade unions in the planning of their current and future workforces. Even where no changes are planned, organisations will regularly review the effectiveness and continued appropriateness of their workforce plans with their trade unions.

## Guidance

### Social partnership arrangements

Organisations and trade unions should build upon existing social partnership arrangements to share information and ensure early engagement in the planning of their current and future workforces as standard practice.

### Early engagement

Partnership and Managing Change (2012) is an agreement of the Workforce Partnership Council and sets out the process by which social partners (employers and trade unions) work in partnership to manage change as a fundamental part of how we improve the delivery of public services in Wales. The agreed process sets out the clear expectation that social partners will adopt early planning of change that allows social partners to properly consider and shape proposals which may be under consideration. Meaningful communication, engagement and consultation with trade unions and all stakeholders should be mainstream and a key component to ensuring a culture of shared objectives and joint ownership of problem solving becoming common place.

## Principle

2. Organisations will adopt an integrated planning approach that brings together workforce plans with service delivery and financial plans. Integrated plans will be modelled over a medium term period of at least three years and take into account changes needed for future service delivery.

## Guidance

### A medium term integrated planning approach

Organisations will implement an integrated approach to financial, service and workforce planning modelled over a minimum period of three years; taking into account the changes needed for future service delivery. These integrated plans should be considered and approved by the full Board or Council of the organisation. Whilst the availability of funding over a three year period cannot always be guaranteed, this period of time should provide an indicative picture on which to plan effectively.

### Strategic level scrutiny and self-assessment

Effective workforce planning is not solely a function of the HR professional and HR department. It requires an integrated approach that takes into account the critical contributions of service delivery managers with the support of HR professionals. It also needs strategic level scrutiny by the members of Boards, Councils or delegated sub-committee. Such strategic scrutiny needs to be challenging and regular to meet the demands of a fast changing operating environment.

As an example of approach, organisations within Local Government have developed with the assistance of the Wales Audit Office a self-assessment tool<sup>2</sup> to assist their integrated workforce planning arrangements, which other organisations may want to consider using and amending for their own workforce planning needs. It is recognised that some organisations may already have scrutiny and self-assessment built into existing planning guidance.

<sup>2</sup> <http://wiga.wales/SharedFiles/Download.aspx?pageid=62&mid=665&fileid=1128>



The added value of also adopting a self-assessment type tool and asking such questions will be to allow organisations to discuss workforce planning arrangements on a proactive basis, beyond organisational and sector boundaries, and begin to collaborate on shared outcomes including sharing information, skills and knowledge, supporting the mobility of staff across public services, identifying priorities and commissioning joint action. A self-assessment tool will not tell an organisation ‘how to’ carry out workforce planning, but it will enable organisations, to identify key information gaps and prioritise the required outputs and actions needed to address any gaps.

### A common reporting framework

Most organisations already have their own local workforce planning systems and approaches in place, which reflect their individual size, scale and priorities. Whilst a ‘One Public Service’ workforce planning system may be desirable, in the short term this may not be realistic or achievable.

In order to be able to work collaboratively with others to address future workforce needs, there does however need to be clarity as to the changes to service delivery that are required and the impact this may have on the workforce in terms of numbers, skills and knowledge. Common workforce reporting arrangements that all systems and approaches can meet as part of integrated plans will provide greater shared understanding of the outputs and actions required.

An example of the key workforce planning factors to be included in integrated planning and reporting is included in **Appendix C**.



## Principle

3. Organisations will share information beyond their organisational boundaries and work collaboratively with other public service partners to address common workforce planning and workforce development matters.

## Guidance

All organisations will need to have in place arrangements to gather relevant and reliable workforce data, including information on the skill requirements for roles on which to base decision making at a local (sub-regional), regional and where applicable at a national level.

### Sharing information and working collaboratively

Workforce planning should be considered by organisations beyond immediate organisational priorities, working with others across sectoral boundaries to address the wider implications of an employed workforce as part of social policy. Organisations should share information from their workforce planning activities within their sector and with others, including their public service boards. Public service boards should identify priority areas for collective planning and in that regard have available to them accurate, relevant and timely workforce information for those agreed priority areas. This will allow for scarce resources to be shared and common priorities to be addressed together such as aiding the mobility of staff between organisations.

Sharing workforce information at a public service board level should also help to improve social, economic, environmental and cultural wellbeing in those areas<sup>3</sup>. Sharing information at a public service board is intended to facilitate collective planning and joint working and is not intended to override in anyway decision making on workforce matters. Decision making rests with the employer organisations and their existing trade union partnership agreements and will not therefore interfere with local collective bargaining arrangements.

Over time, outputs such as more qualitative data about skills required by the workforce will be available to be shared beyond organisational boundaries in order for public service organisations to plan more effectively and efficiently. Appendix C provides a common reporting framework to enable this.

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<sup>3</sup> Contributing to the seven wellbeing goals of the Wellbeing of Future Generations Act.



## Information about skills

Qualitative data and information concerning the skills of the current workforce and the skill requirements of the future public service workforce is needed, but few organisations currently have robust enough systems in place to achieve this goal quickly. It will take time for organisations to gather skills information on a consistent basis so that it can be useful to support larger scale collaborative workforce planning and Appendix C should help organisations to move to meeting this need.

The use of consistent definitions for essential skills assessments and qualifications will also aide this goal, as explained further in the guidance under Principle 4.

Public service organisations are significant and influential employers in each region and hold crucial information on workforce trends and developments. Organisations should therefore contribute to and make the best use of all available advice and support mechanisms, such as the Regional Skills Partnership fora<sup>4</sup>, so as to ensure regional skills shortages, gaps, changes and developments are addressed at a strategic level. The purpose of this is to support the delivery of targeted Further Education and Higher Education funding for skills programmes from the Welsh Government. Other organisations such as the Education Workforce Council and Social Care Wales and from April 2018 Health Education and Improvement Wales<sup>5</sup> will also be able to make good use of skills information provided by public service organisations to influence workforce development at a national level.

Sharing information with the Regional Skills Partnership fora, Education Workforce Council and Social Care Wales will not interfere with local collective bargaining arrangements.

## National workforce data set

A number of national data sets are already available that can provide some strategic context to national workforce planning matters, and examples are listed in Appendix D. Organisations should make best use of these data sets to inform their own individual and joint workforce plans, primarily for trend analysis and benchmarking purposes.

The Welsh Government is considering the most appropriate means of collating certain workforce data at a national level, which will where practicable, draw upon information that is already collated and held by employer organisations.

<sup>4</sup> <https://businesswales.gov.wales/skillsgateway/regional-skills-partnerships>

<sup>5</sup> <http://gov.wales/about/cabinet/cabinetstatements/2017/healtheducationimprovementwales/?skip=1&lang=en>

## Principle

4. Public service staff will have access to appropriate induction, and continued access to necessary training and development support to enable them to undertake their roles effectively and respond to changes in service delivery.

## Guidance

### Training and workforce development

Staff engaged in delivering public services will be offered necessary and appropriate training and development to enable them to carry out their work effectively. A tailored induction together with training where deemed appropriate for the role, will be provided as soon as the staff are appointed; a personal development plan will subsequently be reviewed and updated in line with the performance management and development cycles of organisations.

Beyond initial induction and any initial training where deemed appropriate for the role, all organisations will demonstrate how they enable staff to access opportunities for relevant recognised qualifications; it is expected that organisations will collaborate across organisational and sectoral boundaries to maximise the opportunities available for the workforce, sharing training and development programmes where it is possible to do so.

The information in personal development plans must be up to date, and will allow individual organisations to collate this information to an organisational level and assist them to plan for future service delivery and future changes in the profile of workforce skills. The sharing of organisational level skills information with for example the Regional Skills Partnership fora will drive the availability of training provision in Further Education and Higher Education.

### Consistent definitions

Organisations will adopt and use the Wales Essential Skills Toolkit<sup>6</sup> and definitions for the assessment of essential skills. Essential skills are those skills that citizens need for successful learning, employment and life.

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<sup>6</sup> [www.walesessentialskills.com](http://www.walesessentialskills.com)



Organisations will use the Qualifications Wales<sup>7</sup> definitions for essential skills qualifications. Essential skills qualifications provide a single ladder of progression from Entry Level 1 to Level 3 in essential Communication Skills, essential Application of Number Skills, and essential Digital Literacy Skills and from Entry 1 to Level 3 in Essential Employability Skills (Critical Thinking and Problem Solving, Planning and Organisation, Creativity and Innovation and Personal Effectiveness).

## E-learning

All organisations will use the Learning@Wales site<sup>8</sup> as a source of online training, learning and development resources.

All organisations will provide the means for their staff to access online learning tools and resources where this is required for them to carry out their work.

Training and development tools aimed specifically at teachers are hosted on the 'Learning Wales' website<sup>9</sup>.

## Sources of information

There are a broad range of initiatives, schemes and agencies offering support to develop the core and essential skills of the public service workforce, including those already endorsed by the Welsh Government. There is much on offer to employing organisations and staff at a national level, but awareness is not always as high as it could be, and therefore take up rates may not reflect actual demand. A number of key sources of information are set out below:

## Welsh Language

Wales has a set of descriptors that give an indication of the employee's level of Welsh language proficiency in each of the four language skills. They are compatible with the recognised qualification and assessment frameworks, namely; the National Qualifications Framework, Welsh for Adults Qualifications Framework, the Common European Framework of Reference for languages (CEFR) and the framework of the Association of Language Testers in Europe (ALTE).

The National Centre for Learning Welsh is developing a new Diagnostic Tool, as part of a 'Welsh Work' programme. It is a tool that assesses an individual's capacity at four levels, based on the descriptors referred to above. Organisations should adopt and use the Diagnostic Tool for assessing Welsh skills. The results at the end of the assessment tool provide an indication of the Welsh level of the worker for each language skill at each level in the framework and also provide information about the training necessary for the worker to make progress along the language continuum.

<sup>7</sup> <http://qualificationswales.org/qualifications/essential-skills-qualifications?lang=en&>

<sup>8</sup> <https://learning.wales.nhs.uk/>

<sup>9</sup> <http://learning.gov.wales/splash?orig=/>

The National Centre for Learning Welsh aims to increase the number of staff who use Welsh in the workplace. To this end, it is currently informing employers about the Welsh language courses currently available through its network of providers and the new courses that are part of 'Work Welsh'<sup>10</sup>. 'Work Welsh' is a new scheme offering a range of training opportunities, which are fully funded, along with support and information to employers. The training available through 'Work Welsh' includes an online beginner's course, residential courses to build confidence and encourage the use of Welsh and intensive learning courses over an extended period. Currently, the Centre is working with employers and trade unions to help them take advantage of the support available to them. 'Work Welsh' is a new offer and will be evaluated as part of the ongoing programme of work of the Centre.

Employers and workers within the health and social care services, can also access information regarding Welsh language skills for the workforce and advice on how to assess and record their staff's Welsh language skills and this is available through Social Care Wales website<sup>11</sup>.

The principal aim of the Welsh Language Commissioner is to promote and facilitate the use of the Welsh language. The Commissioner offers advice and assistance to organisations of all kinds to support them in providing Welsh language services of the highest standard to their customers and officers. Please refer to the series of useful advice documents available on the Commissioner's website relating to topics such as translating and bilingual drafting<sup>12</sup> bilingual design<sup>13</sup> and designing bilingual IT systems and websites of high standard<sup>14</sup>. The Commissioner has also published guidelines on considering the Welsh language when recruiting<sup>15</sup> in order to aid organisations to develop a bilingual workforce.

## Equality and diversity

Whilst the Equality and Human Rights Commission is the regulator of the public sector equality duty in Wales it also works with public authorities to encourage and guide, activity on the public sector equality duty and publishes advice and guidance<sup>16</sup>. There is also the Equality Exchange network<sup>17</sup>; a forum dedicated to the exchange of ideas and advice for employers and service providers.

<sup>10</sup> <https://learnwelsh.cymru/work-welsh/what-work-welsh-can-offer-you/>

<sup>11</sup> <https://socialcare.wales/learning-and-development/working-in-welsh>

<sup>12</sup> <http://www.comisiynyddygydraeg.cymru/English/Publications/Pages/PublicationDetails.aspx?PublicationId=e0c9a327-ee64-4ca9-a23f-d461a4dfdba4&Category=Advice%20documents%20and%20recommendations>

<sup>13</sup> <http://www.comisiynyddygydraeg.cymru/English/Publications/Pages/PublicationDetails.aspx?PublicationId=8ca1c48e-18bc-40c1-8450-97d636f7d7c9&Category=Advice documents and recommendations>

<sup>14</sup> <http://www.comisiynyddygydraeg.cymru/English/Publications/Pages/PublicationDetails.aspx?PublicationId=9f392aed-5d9a-461d-98ac-b5103aca71c1&Category=Advice documents and recommendations>

<sup>15</sup> <http://www.comisiynyddygydraeg.cymru/English/Publications/Pages/PublicationDetails.aspx?PublicationId=e481d8c8-3cb2-47bd-a75a-f30f584c2938&Category=Advice documents and recommendations>

<sup>16</sup> <https://www.equalityhumanrights.com/en/commission-wales>

<sup>17</sup> <https://www.equalityhumanrights.com/en/equality-and-human-rights-exchange-network>



Equality and diversity data collected from staff and prospective staff is usually on a self-declared basis, so it is recognised it may not always reflect the entire workforce. Organisations will need to continue to encourage their staff to declare this information. Organisations must act upon the data it holds to inform its workforce planning arrangements; it must not be viewed as a ‘tick box’ exercise.

## Learning Passport

The Education Workforce Council has introduced a Learning Passport as a bilingual, secure and confidential system that allows the education workforce to capture their professional learning and development evidence and experience. The online system also provides templates to capture learning and reflections for the user to add their thoughts and evidence and develop action plans. The system provides a means to present abilities, knowledge, learning activities and areas for growth<sup>18</sup>.

## Careers Wales

Gyrfa Cymru Careers Wales provides to all ages, independent and impartial careers information, advice and guidance service for Wales<sup>19</sup>. Gyrfa Cymru Careers Wales is part of the broader “Careers Family” in Wales which includes the Welsh Higher Education Careers Advisory Services, Secondary Schools, Further Education Institutions, Work Based Learning Providers, Local Authority Youth Services, Learning Coaches, Jobcentre Plus, Probation and Youth Offending Services and others.

## People Exchange Cymru

All organisations will use the People Exchange Cymru portal<sup>20</sup>. The PEC portal provides devolved public service employers with the opportunity to signpost vacancies, loans and secondments to employees in devolved public services across Wales. This includes health, local authorities, higher education, further education, schools, fire and rescue services, the Welsh Government, National Parks and Welsh Government Sponsored Bodies. The portal will be supported by a communications plan to continuously publicise, promote and evaluate the impact of the portal.

<sup>18</sup> <http://www.ewc.wales/site/index.php/en/professional-development/professional-learning-passport>

<sup>19</sup> <https://www.careerswales.com/en/>

<sup>20</sup> <http://www.peopleexchangecymru.org.uk/>

## Proposed way forward

We are grateful to those organisations who have shared with us information about their current workforce planning arrangements. Candid discussions with these organisations and with members of the WPM group have helped us in agreeing a framework that will:

- target and make best use of existing planning systems and resources to shape joint workforce planning arrangements
- strengthen arrangements for joint workforce planning whether on a regional or a collaborative basis across public services
- support change management processes
- aid mobility; and
- enable greater consistency and improved co-ordination in workforce planning arrangements in public services in Wales.

These broad principles are then underpinned with suggested guidance.

As an offer of practical assistance to the Welsh Government and those bodies that fall within our remit, we have also included in our report suggested good practice reporting arrangements (Appendix C).

We would expect all bodies listed within our remit to now adopt the principles and guidance. We further advise that all public sector organisations outside the remit of Appendix A are positively encouraged by the Welsh Government to adopt the principles and guidance. A register of all devolved public sector bodies in Wales can be found under the Welsh Government's website<sup>21</sup>.

Finally we would advise that the WPC reviews the implementation of these principles and guidance within twelve months of adoption.

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<sup>21</sup> <http://gov.wales/topics/improvingservices/devolution-democracy-delivery/register-of-public-bodies/?lang=en>



## Appendix A – Public Service Bodies within scope

The public service bodies to be covered by the remit of the non-statutory Commission currently include:

- A county borough council or county council in Wales
- A town or community council
- Fire and Rescue Authorities
- National Park Authorities
- The Local Democracy and Boundary Commission for Wales
- Local Health Boards and NHS Trusts
- Social Care Wales
- The governing body of a maintained school or federation
- The Higher Education Funding Council for Wales
- The Arts Council of Wales
- The National Library for Wales
- The National Museum of Wales
- The Royal Commission on the Ancient and Historical Monuments of Wales
- The Sports Council for Wales
- The Natural Resources Body for Wales.

Subject to the requirements of the Constitutional Reform and Governance Act 2010 the Welsh Government (as an employer), voluntarily regards itself as being within the remit and will take notice of and apply its guidance on the same basis as others.



## Appendix B – Workforce Planning & Mobility Group Terms of Reference

1. At the July 2015 meeting of the Workforce Partnership Council (WPC), it was agreed a small sub-group would be established to drive forward some of the actions around workforce planning and mobility in advance of the next WPC.
2. The Workforce Planning and Mobility Sub-group operates under the aegis of the WPC and will report on progress to the WPC.
3. The sub-group will focus on:
  - Attempting to ensure, through engagement with trade unions and employers, 'buy in' is obtained to the actions agreed at the WPC which subsequently will be developed by this group.
  - Considering the emerging issues/opportunities identified from the workforce planning returns and what actions could be taken to support workforce mobility based on the information provided.
  - Identifying and working up detail of a 'shared risk' workforce mobility scenario based upon voluntary movement of staff.
  - Reviewing the various online learning portals for common themes and opportunities to integrate and/or collaborate.
  - Working through the detail of the use of People Exchange Cymru – the overarching principle being that all posts be signposted there, for public sector staff to apply, in advance of advertising externally; and
  - Developing a strategic narrative to share with Leaders in a leadership conversation. This will provide a common understanding of what actions are needed, and must be taken, in order to facilitate workforce planning and mobility within the devolved public service workforce.
4. The outcomes of the sub-group will be:
  - Improved collective workforce planning across devolved public services;
  - A consistent, agreed approach to the use of People Exchange Cymru.
  - An agreed mobility protocol covering the devolved public sector in Wales.
  - An agreed leadership narrative and engagement with employers and trade unions across devolved public services in Wales.
  - Options for improving access to, collaborative working, and/or integrating the various online learning portals; and
  - Recommendations to the WPC on any further potential actions that may be considered to further support workforce planning and mobility based upon the workforce information provided.



## Sub-group Membership

- Chair: Julie James, Minister for Skills & Science
- Member: Steve Cushen, Policy Officer, Wales TUC
- Member: Margaret Thomas, Regional Secretary, Unison
- Member: Alison Ward, Chief Executive Torfaen County Borough Council
- Member: Jonathan Lloyd, Head of Employment, WLGA
- Member: Richard Tompkins, NHS Wales Employers

## Appendix C – Key workforce planning factors to be included in integrated planning and reporting

### Purpose and scope

This is our annual workforce planning and development report; approved by the Board/Council on dd/mm/yyyy. This report should be read as part of the annual review and approval process of the integrated financial, service and workforce plan.

It is intended that this information will be shared with other public service organisations and trade unions for planning purposes.

### 1. Understand – there is an integrated strategy

*< Provide a brief summary of the drivers that impact on the workforce within your service/organisation/region >*

- Expectations of service users
- Experience of staff
- National policy and priorities
- Local policy and priorities
- Organisation/service priorities
- Data, information and other intelligence.

*< Explain the impact upon current integrated financial and service plans and what does this mean for the future of the workforce >*

### 2. Plan – we have an integrated workforce development plan

- What are we trying to achieve in terms of service objectives?
- What services are going to be affected and what timescales are we working towards?
- What does our workforce need to look like in the future?
- What are the gaps in numbers, knowledge, skills, values, and behaviours?
- Do we know our current and projected workforce costs?
- Are there areas where we need to become more efficient by doing things differently e.g. new or changing roles?
- Are our rates of pay competitive in our local area?



- Do we know what other organisations/services are doing; is there opportunity to collaborate?
- How will we measure progress over time?
- Who will be responsible for delivering this plan?

### 3. Take action – there is visible investment in our workforce development

*<Describe the action taken to progress the plan>*

- **Complete workforce analysis;** numbers, protected characteristics, and Welsh language. Identification of critical skills, declining skills, new skills and increasing demand for skills.
- **Evaluation of workforce activity;** such as turnover, recruitment, vacancies, retirements, redundancy, sickness, exit interviews, grievance, feedback from staff.
- **Level of investment in workforce development;** define the aims and objectives for learning and development, what support is available to which staff, what level of financial investment has been made and, how do we measure the impact of this investment.

### 4. Review – we have the right people with the right skills

*<Review of planned approach>*

- Have the actions had the desired results?
- How have we worked with others, beyond our organisational boundaries to achieve our aims?
- Are financial and service objectives on target to be met?
- What surprises have emerged?
- How have you shared your findings with staff, partners and leaders?
- What needs to stop?
- What needs to be done differently?
- What needs to start now?

Suggested sources of evidence might include:

- Organisational structure charts
- Board/Council reports
- National workforce data sets
- Resources engaged in workforce development

- Workforce data summaries
- Workforce development plans
- Percentage of budget spent on workforce development
- SWOT analysis of the workforce
- Staff feedback
- External reviews and inspections.



## Appendix D – Existing datasets

The following datasets that include information on the public sector workforce are available nationally and can provide important strategic context to workforce planning in relation to recent trends. Many of the data sets include much more detail than is included in the links provided although this might be limited due to sample sizes or confidentiality.

Welsh Government statisticians can advise on how to access bespoke tables (contact: [stats.info.desk@wales.gsi.gov.uk](mailto:stats.info.desk@wales.gsi.gov.uk))

### National economic datasets

- Annual Population Survey, Office for National Statistics – this is a large survey of economic activity and can be broken down by personal and occupational characteristics (dependent on sample size).  
<https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Persons-Employed/publicprivatesectoremployment-by-welshlocalauthority-status>
- Public Sector Employment survey, Office for National Statistics.  
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/datasets/publicsectoremploymentreferencetable>
- Workplace Employment statistics based on both the Annual Population Survey and the Business Register and Employment Survey, Office for National Statistics.  
<https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Jobs/Whole-Workforce/workplaceemployment-by-industry-area>

### Sector-specific datasets

- Pupil Level Annual School Census staff data, Welsh Government  
<https://statswales.gov.wales/Catalogue/Education-and-Skills/Schools-and-Teachers/Schools-Census/Pupil-Level-Annual-School-Census/Staff-and-Governors>
- Education workforce statistics, Education Workforce Council  
<http://www.ewc.wales/site/index.php/en/research-statistics/education-workforce-statistics>
- Directly employed social services staff, Welsh Government  
<https://statswales.gov.wales/Catalogue/Health-and-Social-Care/Social-Services/Staffing/staffoflocalauthoritiesocialservicesdepartments-by-localauthority-posttitle>
- Directly employed NHS Staff, NHS Wales Shared Services Partnership  
<https://statswales.gov.wales/Catalogue/Health-and-Social-Care/NHS-Staff/NHS-Staff-Summary/nhsstaff-by-staffgroup-year>

- Dentists, NHS Business Services Authority  
<https://statswales.gov.wales/Catalogue/Health-and-Social-Care/General-Dental-Services/Current-Contract/nhsperformers-by-localhealthboard-dentisttype>
- Optometrists, NHS Wales Shared Services Partnership  
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### Further contextual information

Population projections for local authorities in Wales, Welsh Government  
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## Acknowledgements

In gathering information to support the advice and guidance in this report we have drawn upon the published work of others this includes:

- Skills for Care – Practical approaches to workforce planning<sup>22</sup>
- Local Government Association – Workforce development framework for Integrated Youth Support Services<sup>23</sup>
- CIPD – workforce planning factsheets<sup>24</sup>
- NHS Wales Workforce, Education and Development Services – Developing the Workforce Elements of Integrated Plans<sup>25</sup>
- Audit Scotland – Scotland's public sector workforce – good practice guide<sup>26</sup>
- Civil Service Workforce Plan 2016-2020<sup>27</sup>
- Skills for Health – Six steps methodology to integrated workforce planning<sup>28</sup>.

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<sup>22</sup> <http://www.skillsforcare.org.uk/Documents/Leadership-and-management/Workforce-planning/Practical-approaches-to-workforce-planning-guide.pdf>

<sup>23</sup> <http://www.nya.org.uk/wp-content/uploads/2014/06/Workforce-Development-Self-Assessment-Framework-for-Integrated-Youth-Support-Services.pdf>

<sup>24</sup> <https://www.cipd.co.uk/knowledge/strategy/organisational-development/workforce-planning-factsheet>

<sup>25</sup> <http://www.weds.wales.nhs.uk/integrated-workforce-planning-and-workfo>

<sup>26</sup> [http://www.audit-scotland.gov.uk/uploads/docs/report/2013/nr\\_131128\\_public\\_sector\\_workforce\\_guide.pdf](http://www.audit-scotland.gov.uk/uploads/docs/report/2013/nr_131128_public_sector_workforce_guide.pdf)

<sup>27</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/536961/civil\\_service\\_workforce\\_strategy\\_final.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/536961/civil_service_workforce_strategy_final.pdf)

<sup>28</sup> <http://www.skillsforhealth.org.uk/resources/guidance-documents/120-six-steps-methodology-to-integrated-workforce-planning>