

Talent Tactics – Unleashing the Power of Workforce Planning

25 September 2024

Welna Bowden, Adviser, LGA Workforce

The LGA

We are the national voice of local government in England, working with councils to support, promote and improve local government.

We are a politically-led, cross-party organisation that works on behalf of councils to ensure local government has a strong, credible voice with national government. We aim to influence and set the political agenda on the issues that matter to councils, so they can deliver local solutions to national problems.

Areas for discussion

- What are we up against?
 - Critical Occupational Skills Shortages
 - Key Strategies and Tactics
-

What are we up against?

Looking ahead: LG Workforce 2025

- Councils face a funding gap of £6.2 billion over the next two years. And this needs to be seen in the context of the estimated £24.5 billion in cuts and efficiencies that councils made between 2010/11 and 2022/23
 - Eighteen councils, sixteen of them with social care responsibilities, rely on Exceptional Financial Support from the Government to secure financial sustainability for 2024/25. This is unprecedented.
 - Councils' service spending is increasingly focused on adult and children's social care; on average social care councils allocated 65.6 per cent of their 2024/25 service budgets to social care
 - Ultimately, spending is increasingly concentrated on fewer people, so councils are less able to support local and national agendas on key issues such as housing, economic growth and climate change
-

Looking ahead continue...

- A lack of capacity will hamper councils' efforts to support the Government's missions and play a full part in initiatives such as further digitalisation of public services
 - Council spending is increasingly concentrated in fewer services and on fewer people
 - Some very difficult decisions on pay, affordability, cost of living, minimum wage in the context of local government finances
-

Workforce sustainability

- A key challenge facing councils in maintaining service sustainability is the growing difficulties in relation to recruitment and retention
 - Persistent skills shortages – now 9/10 councils reporting acute difficulties in filling vacancies where professionally qualified status is essential
 - Acute situation in legal services, finance, adult social care, IT, building control and environmental health
-

LGA's 2022 workforce survey

Revealed that more than half of county, district and single tier authorities who responded are experiencing difficulties recruiting planning officers. In 2023, the LGA launched the Pathways to Planning graduate recruitment programme in response to this challenge. In less than a year, Pathways to Planning registered interest from over 30 per cent of the local planning authorities in England and received more than 2,200 applications from graduates

National Living Wage

- There are multiple factors underlying the sector's workforce issues, but recent Government policy on the NLW has certainly added further challenges.
 - Over the last few years, significant increases to the NLW have meant pay awards to the 1.4 million people covered by collective bargaining in local government have been heavily weighted towards the lower end of the pay spine, leaving the pay rates of middle-earning professionals in the sector out of touch with comparable employers not just in the private sector, but in other parts of the public sector too.
 - This exacerbates the recruitment and retention issues reported by 94 per cent of councils, which means key roles needed to deliver front-line services are vacant.
-

Local government pay competitiveness

- The limits of funding and the accelerated increase of the NLW in recent years have exacerbated local government's pay comparability not only with the private sector, who compete for key professionals in areas like building control, planning and law, but also the public sector, most commonly the NHS.
 - To illustrate the difficulty the sector is in; while the recent announcements on public sector pay mean that social workers in the NHS will receive a pay award of 5.5 per cent, with the required funding made available to their employers; social workers in local government are likely to receive an award in the region of 3 per cent because the full and final offer made by the National Employers, which is at the limit of affordability for employers
-

Apprenticeships

- Councils have paid almost £1 billion into the Apprenticeships Levy since 2017 but have only been able to spend around £485 million (49.9 per cent) due to the restrictive rules around its usage.
 - To date, almost £200 million has been returned to HMRC, meaning that while council funding is stretched to breaking point in many places, the sector is losing money that it would like to be able to use to bring together the two key objectives of improving local government workforce capacity and improving skills and opportunities in local communities
-

Organisation for Economic Co- operation and Development (OECD) – Skills Summit 2024

Brussels Belgium,
21 – 22 February 2024

Keeping up with the skills race

- Megatrends such as **digital transformation** and **artificial intelligence (AI)**, the **green transition**, **population ageing**, and **globalisation** are reshaping societies and economies. **Lifelong learning** will be essential for people to keep pace with the changing skill requirements of jobs.
 - For individuals, higher skill levels are positively associated with greater chances of employment, higher wages, higher levels of trust, more active participation in the democratic process and community life, and better health.
-

Three themes at OECD

Theme 1 - Establishing a vision of future skills needs

Theme 2 – Creating learning and career pathways that lead to new opportunities

Theme 3 – Enabling everyone to develop the skills for new opportunities

Theme 1 - Establishing a vision of future skills needs

The skills needed for success in work and life are rapidly changing. The demand for AI skills increased by 33% in the last three years alone, and the growth of green jobs that require new 'green skills' is outpacing the growth of other jobs

1. Establishing a strategic workforce vision for the future

It is important to develop a strategic vision for the future that can be formalised in strategies, visions, and action plans, with skills at the centre of the policy agenda.

2. Identifying skills that support the strategic vision

There is a lot of uncertainty surrounding what skills are needed, and how skills requirements will change, which reinforces the need for councils to form a perspective on what skills will be most in demand in the future. Various skills that are critical for future service delivery include information-processing skills (e.g. literacy, numeracy and digital literacy), socio-emotional and communication skills (e.g. capacity to collaborate and manage emotions), and metacognitive skills (e.g. self-monitoring, planning).

3. Applying a collaborative approach to identifying strategic skills needs

To identify skills needs that support a more strategic vision for the future, it is important to involve stakeholders in skills assessment and anticipation exercises (e.g., sectoral expert panels) to build on their practical experience, contextual knowledge, and industry-specific insights.

Addressing workforce capacity in
occupational skill shortage areas in councils

LGA's National Skills Hubs Programme

People Risk Management

Focuses on identifying and mitigating risks related to people within the council.

Effective workforce planning ensures that a council does not simply react to risks like talent drain due to retirements or employee attrition.

It is a constant strategic evaluation of how talent risk can impact a council's finances, service delivery and community relationships

Examples of 'People Risks'

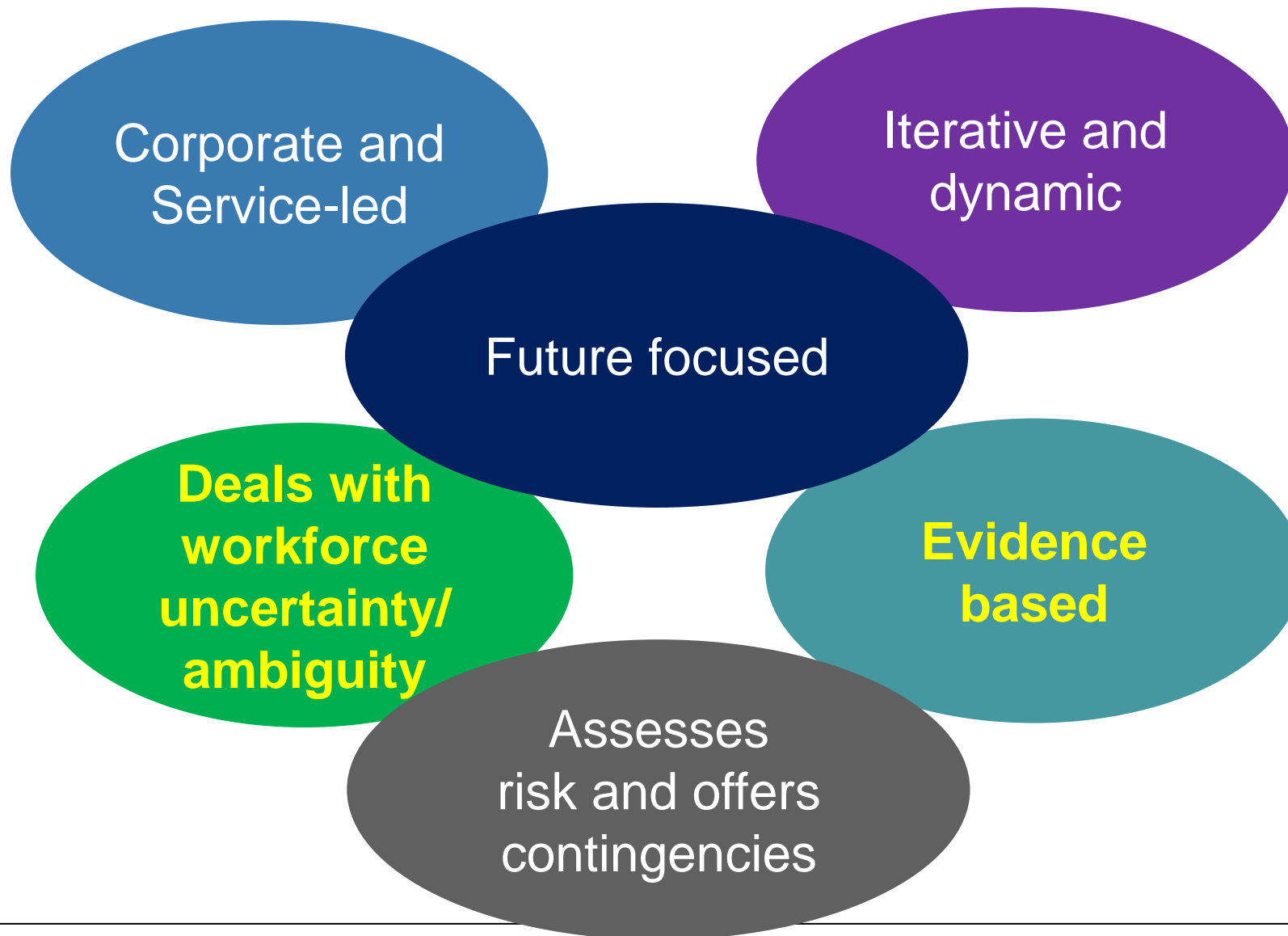
- Critical Skills Shortages - **Capability**
 - Employee turnover - **Capacity**
 - Absenteeism - **Capacity**
 - Employee Engagement – **Capacity and Capability**
 - Reputation risk - **Capacity**
 - Lack of Succession Planning – **Capacity and Capability**
 - Workplace safety (unsafe working conditions)
 - Compliance Risks (employment law and regulations)
-



Types of workforce planning

- **Resource Planning** – current financial cycle
 - **Operational Workforce Planning** – next financial year
 - **Strategic workforce planning** – beyond next financial year and spans multiple years
-

Workforce planning is a mindset



Why have a strategic workforce plan?

- Avoid capacity challenges
 - Address ageing workforce – attract new talent
 - Fill skills gaps – hard to recruit to job roles / reduce risk of ‘single points of failure’
 - Develop agile and resilient teams
 - To enable the wider transformation of services e.g. digitisation
 - Readiness for any impact of budget reductions on workforce capacity, service levels, workload, absence, employment market...
-



Alone we can do so little;
together we can do so much.

–Helen Keller

Skills Hubs Programme – Background

- This programme of work is funded by MHCLG as part of the LGA's Improvement Support.
 - The purpose of this 6-month programme (Phase 1) was to help councils reduce skill shortages and the “Skills Hubs” were launched in August 2023 with the programme starting late September.
 - For Phase 1 of the work, we focused on **5 occupational areas** – to enable participating councils to learn from each other, share practice and work collaboratively on **workforce planning** with a focus on **apprenticeships solutions**.
-

Skills Hubs (Phase 1)

- 62 councils applied to join one or more of the Skills Hubs and were divided into Hubs (based on their preferences)
 - Each Skill Hub had a lead council who was provided with some funding to help facilitate the outputs for each hubs
 - Each of the Hubs followed a “Skills Pathway Roadmap” document which is the base for our continued work in Phase 2
-

Workforce Challenges (Phase 1)

CIVIL ENGINEERING

Recruitment –
not able to attract
suitable
candidates

Recruitment -
Lack of suitably
qualified /
experienced
people

Retention –
Retain and
progress existing
talent

DIGITAL & TECHNOLOGY

Recruitment –
not able to attract
suitable
candidates

Recruitment -
Lack of suitably
qualified /
experienced
people

Retention –
Retain and
progress existing
talent

ENVIRONMENTAL HEALTH

Recruitment -
Lack of suitably
qualified /
experienced
people

Recruitment –
not able to attract
suitable
candidates

Recruitment – an
aging workforce
– need to
succession plan

FINANCE & ACCOUNTING

Recruitment -
Lack of suitably
qualified /
experienced
people

Recruitment – an
aging workforce
– need to
succession plan

Recruitment –
not able to attract
suitable
candidates

LEGAL

Recruitment –
not able to attract
suitable
candidates

Recruitment –
Reliance on
agency staff

Recruitment -
Lack of suitably
qualified /
experienced
people

Legal Hub: Job Role Skill Shortages and Reasons Why

Job role skill shortages	Reasons why
Commercial and Environment roles Head of Legal Head of Legal & Democratic Services Legal Assistant Legal Officer Legal Officers Monitoring Officer Paralegal Paralegal Principal Lawyers Principal Legal Officer Property Lawyer Senior Legal Officer Senior Legal Officers Team Leaders The roles in adult and child social care have been difficult to fill as have solicitor roles in Property and Housing	Competition from locum market Competition from private sector Competition in the market/lack of candidates in the sector Limited ability to progress" Pay Work-life balance (impact of austerity) Workloads

Skills Hubs (Phase 2)

- **We are continuing with the development work in 2024/25** to design and deliver **draft workforce strategies and action plans** focusing on future local government workforce needs using the base work that Phase 1 delivered
 - For 2024/25 we have included three (3) additional critical skills shortage areas to expand the Hubs to a total of eight (8)
-

Skills Hubs Phase 2

LEGAL

ENVIRONMENTAL
HEALTH

DIGITAL & ICT

FINANCE

CIVIL
ENGINEERING

BUILDING
CONTROL (NEW)

(TOWN)
PLANNING (NEW)

ECONOMIC
DEVELOPMENT
(NEW)

Aims of the Skills Hubs

Each Hub to produce a draft **Workforce Strategy and accompanying Workforce Action Plan** by 31 March 2025, following workforce planning methodology that includes:

1. Understand the current and potential future internal and external environments that will impact workforce needs
 2. Understand the current workforce supply
 3. Forecast and anticipate the future workforce needs
 4. Assess the gaps in current workforce supply and future skills demand
 5. Design and develop draft workforce strategies and accompanying action plans per Hub that we can offer to the wider sector for consideration
-

Workforce Plan



Context for the profession



Workforce Composition, numbers employed now, future capacity & capability needs



Workforce Needs

Leadership needs
Recruitment needs
Retention needs
Development needs
Culture change needed



Solutions to address needs

Local
Regional
National



Recommendations for actions

























Kickstart your workforce planning journey
with tools and tactics


Workforce Planning Maturity Matrix Self-Assessment

- A tool to help you identify where you are at with your approach to workforce planning, seven sections to complete at a 'roundtable discussion.'
- Self-assessment is a snap-shot in time, a journey map, showing what 'good looks like' level by level, a useful discussion tool
- This will Inform the development phase



	Level 0 No planning	Level 1 Ad-hoc planning	Level 2 Service planning	Level 3 Organisation wide planning	Level 4 Strategic workforce planning	Level 5 Integrated system wide planning
	Reacting to Workforce shortages or problems as they occur or not at all	One time or intermittent effort to develop a workforce plan to address immediate requirements	Having workforce models/plans for some services within an organisation but not others	Having workforce models/plans for most/all services within an organisation, but no overarching models/plans for the whole organisation	Having in place predictive short term and multi-year workforce models/plans at service and organisational level	Having in place predictive short term and multi-year workforce strategies and models for different scenarios at service, organisational and system level.
Data To what extent can you use data to influence your workforce planning?	No data available.	Little or no data reporting capability, data in disparate systems and /or hard to access. If available, reporting is ad-hoc and is a lengthy process. Little insight into organisational structure.	One single data source for HR data. Reporting still may be difficult. Report users may still be sceptical of reporting results. Standardisation of roles and available organisational charts.	HR data available, standardised across the organisation. Users can access reports quickly and easily. Reports do a good job with HR processes and general workforce measures.	Analytics are rolled out beyond just HR. Cross HR integration is possible (eg looking at turnover by performance). Delivery modelling across the organisation.	Full integration between operations data, financial data and HR/talent. Service managers use analytics provided by HR to make business decisions. Workforce planning drives talent management process.
Processes						
Demand What will be the need for future services?	Instance by instance.	Demand is determined by shortage of staff.	One time model of demand constructed for single initiative, service or department.	Demand planning based on approved forecasts. Requirements known for most/all key services.	Demand planning based on approved forecasts. Requirements known for the whole organisation.	Scenario forecasting with dynamic models across an integrated system. Integrated with business plan. Outside influences included. Requirements available for multiple scenarios.
Supply Who will be available to deliver future services?	None.	Basic characterisation of existing workforce. Local market feels for availability of common skills requested.	Basic gathering of internal workforce variables. Short term (annual) projections. General trends of labour availability and costs tracked.	Internal programmes modelled and output projected (3 yrs) for some services. Local and regional projections for availability of key skills based on enrolments and graduations. Local supply of new	Internal 'feeder streams' are identified for critical areas. Monitoring and recruiting in place for critical areas. Workforce model in place with supply modelling and projections.	Partnerships and systems are active with training institutions to influence/ provide predictable flows of skills over long term in anticipation of business strategy across multiple organisations.

	Level 0 No planning	Level 1 Ad-hoc planning	Level 2 Service planning	Level 3 Organisation wide planning	Level 4 Strategic workforce planning	Level 5 Integrated system wide planning
Gap assessment What is the difference between your current and required workforce?	None.	Recognition of immediate needs.	Event driven determination of shortfall/surpluses. Key skill need prediction. Some extrapolation of turnover.	Service level determination of existing and projected imbalances using model with internal supply/demand forecasts integrated. Breakdown to skill/position level.	Organisation level modelling of requirements by skill set. Determination of local and broader imbalances. Multi-year projections with impacts of business plans.	Imbalance identification for planning scenarios. Cost/benefit impacts included in projections.
						
Strategy development What is your plan for addressing the gaps?	Base recruiting.	Short term recruiting drives. Overtime or temporary redeployment plans. One-time compensation/benefit incentives.	Local based plans for recruiting/retention. Quick acting approaches (ie agency staff).	Joint HR/business unit strategy development. Service level approach to turnover/ retirements/ terminations. Position specific training and development approaches.	Organisation-wide approaches to development in face of external changes. Partnerships for base talent development. Focused retention approaches.	Part of formal business strategy. Active interventions to affect government and educational policy. Cross sector initiatives.
						
Implementation and execution How are you going to execute your strategy?	None.	Executed by 'routine' operational resources and budgets.	May be funded as part of an initiative or project. Short term, shared, resource assignments. Project manager identified. Action plan in place for identified activities.	Budgeted and resourced at HR/business service level for some services. Accountability at manager level. Change management plan identified and resourced. Specific tools available and supported.	Budgeted at organisational level. Dedicated resources available for organisation-wide deployment. Comprehensive processes deployed and supported.	Budgeted and resourced as part of organisational strategy and capability. Effectiveness monitored at executive level.
						
Governance Who is going to be responsible for defining and executing your strategy?	None.	Not defined as separate activity/function.	Service champions in some service areas who develop ad hoc processes and responsibilities. Possibly single HR champion.	Service manager and/or HR professional responsible for support of individual service units. Processes are consistent across affected services.	Workforce planning is a mainstream priority. Accountability exists at the senior level. Consistent processes are applied across the organisation. Dedicated resources exist. Jointly owned by Business/ HR.	Workforce planning seen as necessary to achieve organisational objectives. Owned by CEX, senior accountability. Roles and processes well defined across whole organisation.
						

An abstract graphic featuring several overlapping circles in teal, orange, and purple. Thin, curved lines connect these circles, creating a network-like structure. The background is white.

WHO NEEDS TO WORKFORCE PLAN?

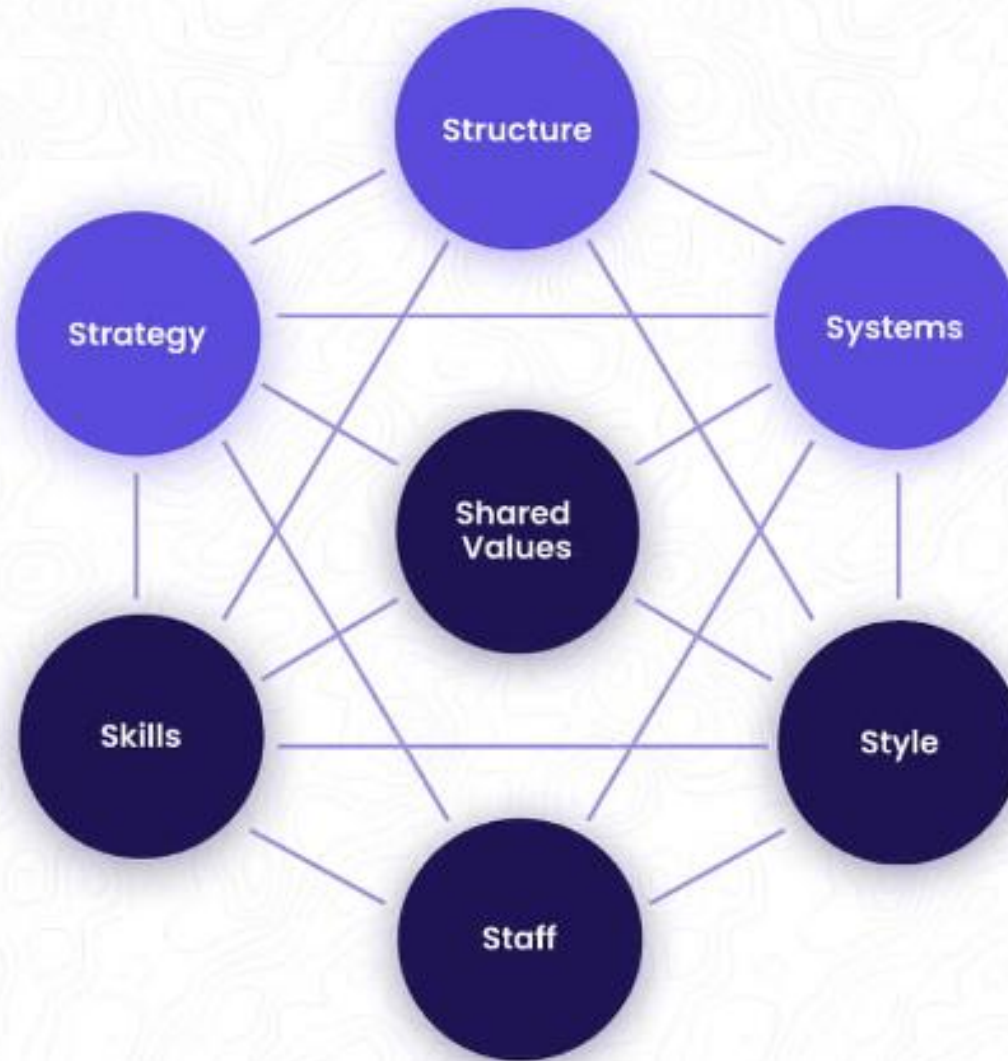
A SIMPLE GUIDE TO WORKFORCE PLANNING

Understand your environments

- Internal / External
 - SWOT; PESTLE; McKinsey 7S
-

McKinsey 7S Model

● Hard S ● Soft S



Context for Change

Organisational change

A **PESTLE** analysis helps understand the context for change and is most effective when used in association with a SWOT analysis to understand opportunities and threats around employment changes, such as skills shortages or current workforce capabilities.

Workforce planning

A **PESTLE** analysis can help to identify disruptive changes that may profoundly affect the future employment landscape. It can identify skills gaps, new job roles, job reductions or displacements.

Workforce Data collection and analysis – Employer Data (Supply)

- **Workforce data** helps in comparing the current workforce capabilities with future requirements. This analysis identifies skill gaps that need to be addressed through development or appointments.
 - Data on **employee demographics** can highlight trends such as upcoming retirements or diversity gaps, allowing for proactive planning.
 - By collecting data on the **skills and competencies** of current employees, councils can identify strengths and areas for improvement. This helps them understand the existing talent pool and plan for future needs.
-

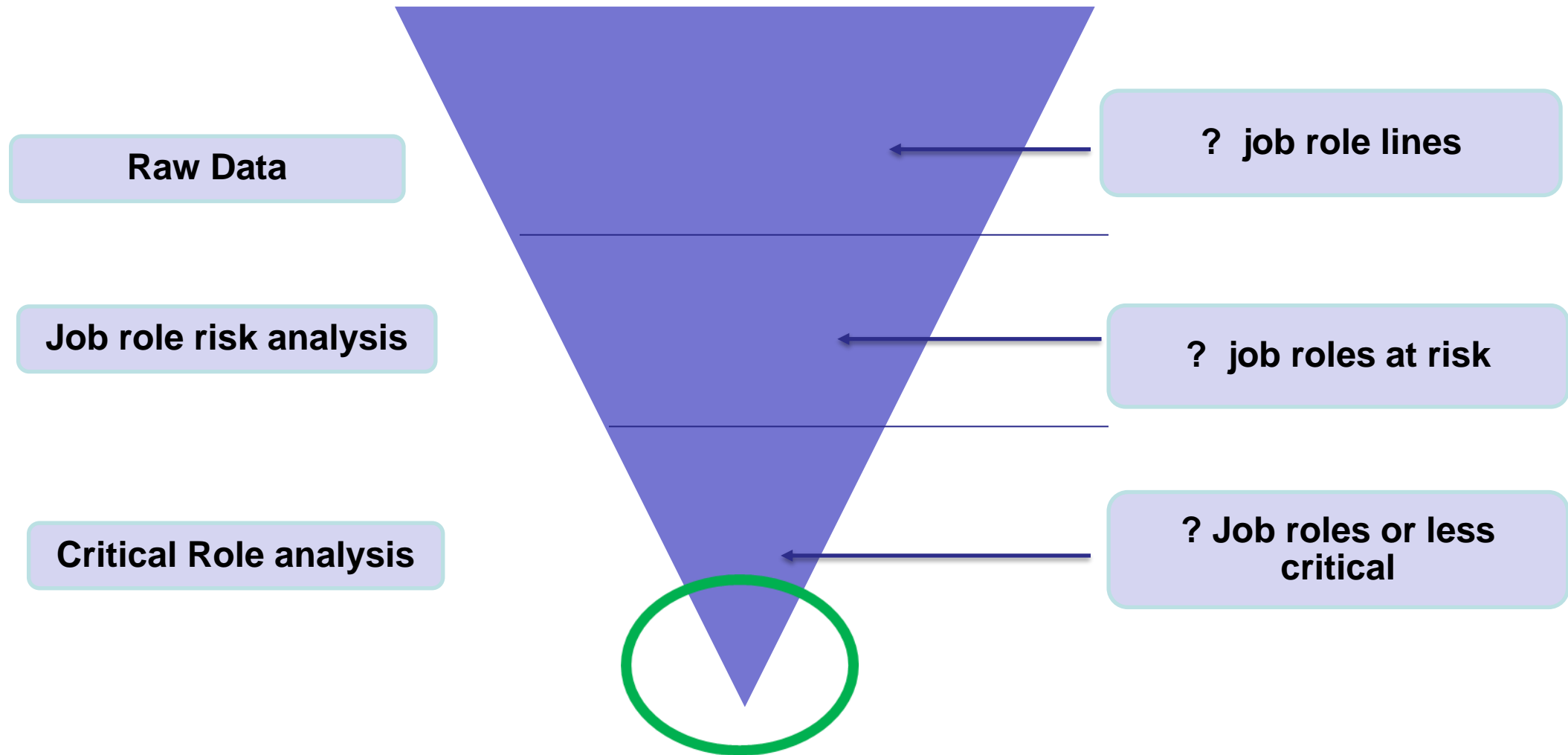
Employee needs analysis benefits (Supply)

- Improved Employee Engagement and Satisfaction
 - Enhanced Retention Rates
 - Better Alignment with Business Goals
 - Increased Productivity
 - Enhanced Talent Acquisition
-

Data you should consider

- Headcount and FTE
 - Type of contract
 - Number of vacancies by team
 - Turnover by team
 - Agency worker costs (where, how much costs, any 'Hot Spots'?)
 - Skills and qualifications
-

Targeted approach to job roles with a talent risk



Key questions to identify business-critical roles

Need to fill the
position

External
candidate
availability

Internal talent
pipeline

Impact on
business

Unique skill set
or organisational
knowledge base
required

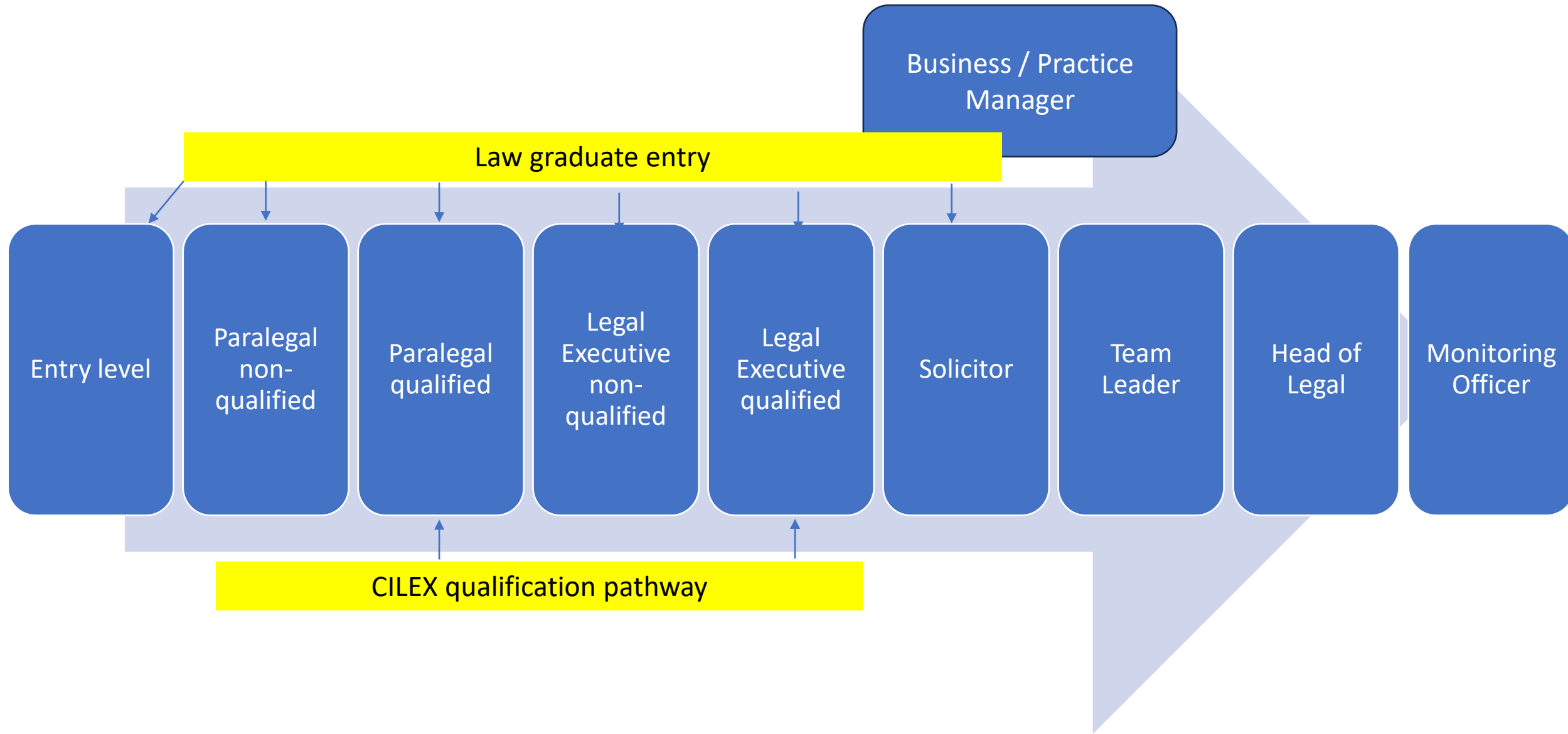
Forecasting the demand

- PESTLE
 - Scenario Planning
 - Predictive analysis - Turnover prediction (e.g. length of service; engagement survey results)
 - Skills gap analysis for any new/changing service
 - Succession Planning
-

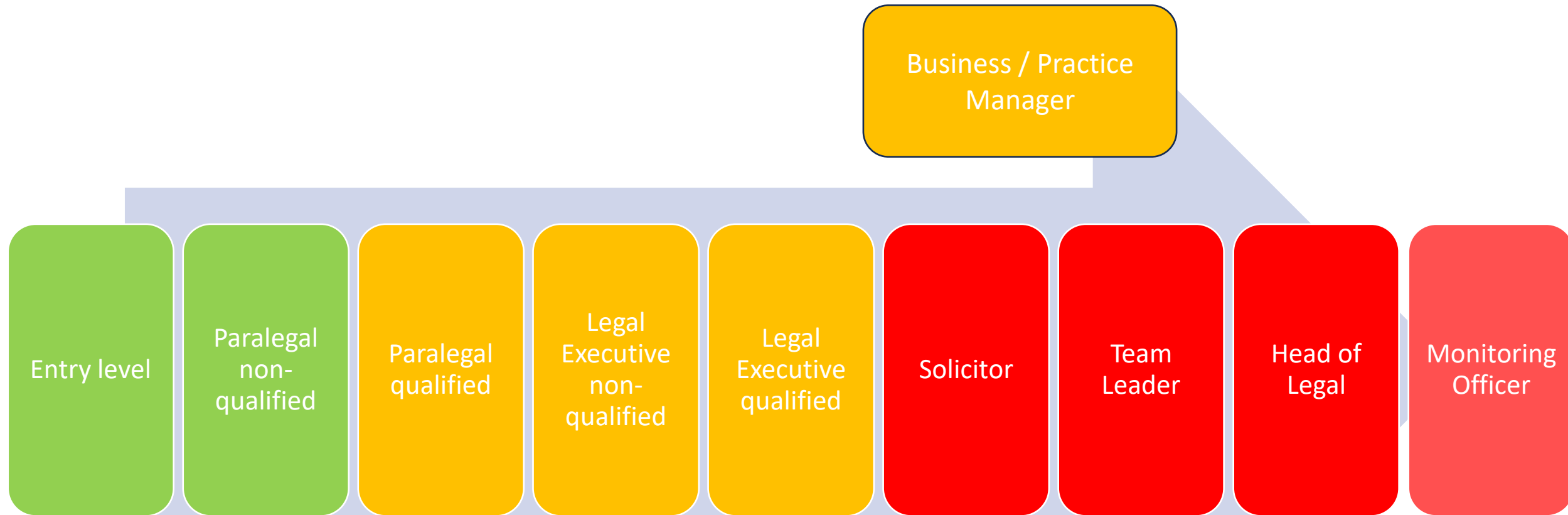
Action Planning

- 'Rolling Plan' due to shifting workforce needs
 - Ideally, 3 in advance due to LG funding limits
 - Focused themes support action planning
 - Recruitment, attraction and selection
 - Retention and engagement
 - Leadership
 - Change Management
 - L & D etc
-

Local Government Legal career pathway (qualification routes and apprenticeships)



Local Government Legal career pathway skill gap – Heat map



Entry level candidates non-qualified and those with law degrees are accessible, pathways just need to be available and there needs to be sufficient capacity and experience within a team to ensure development needs are met

Qualified paralegals and non-qualified Legal executives are not popular roles required in Legal structures, other roles consolidate the legal structures
Qualified Legal Executives?

Solicitors and management roles (Team Leaders and Heads of Legal): High vacancy rates considered result of conflict between role responsibility vs pay offer in agency and private market

A-Z of Job Roles mapped to Apprenticeships

- Maps job roles to a series of apprenticeships (provide 'typical' council job titles not a 100% match!)
- Specialist and generic apprenticeships to allow broad application and opportunities.

Available for:

- Finance/Accounting
 - Legal
 - Civil Engineering
 - Environmental Health (and Regulatory Services)
 - Digital and ICT
- (also, for Planning/Building Control, Housing, Social Care, Social Services, Schools)

Finance and Accounting - A-Z of Job Roles Mapped to Apprenticeships

Click on each link to read the Apprenticeship Standard, which describes the knowledge, skills and behaviours achieved through each apprenticeship and any entry requirements for the apprenticeship. The apprenticeship's page also links you to the approved apprenticeship training provider search function.

Please also see the [Finance and Accounting Apprenticeship Pathway Tool](#) which should be read in conjunction with this A-Z listing.

(Duration): When planning an apprenticeship, particularly for staff appointed on a fixed term contract, it is essential to plan for the whole duration of the apprenticeship – from the start of training, until the end of the end point assessment.

The published Standards list the typical apprenticeship duration to gateway and separately the typical end point assessment timeline.

This A – Z Guide lists the duration of the apprenticeship as the TOTAL of the published duration to gateway plus an averaged 3 months for an end point assessment to take place. But to note that a more accurate end point assessment period is given in the 'Key Information' section of each apprenticeship's linked page and in their Assessment Plan, and in some cases may take up to 6 months to schedule and complete

(Funding Band): This is the funding rate assigned to the Apprenticeship when it was approved by the Institute for Apprenticeships & Technical Education.

The price agreed that reduces due to the price agreed

KEY: * = Apprenticeship

Job Role	Apprenticeship Standard	Apprenticeship Standard	Apprenticeship Standard	Apprenticeship Standard
Category Officer	Procurement and Supply Assistant L3 (21 Months) [£6,000]	Assistant Accountant L3 (18 Months) [£12,000]	Professional Accounting Taxation Technician L4 (21 Months) [£8,000]	Accountancy/Taxation Professional L7 (39 Months) [£21,000]
Senior Category Officer	Commercial Procurement and Supply L4 (27 Months) [£9,000]	Operations or Departmental Manager L5 (33 months) [£7,000]	Senior Procurement and Supply Chain Professional L6 (33 months) [£18,000]	Procurement and Supply Assistant L3 (21 Months) [£6,000]
Credit Controller/Settlements Clerk	Credit Controller/Collector L2 (15 Months) [£5,000]	Advanced Credit Controller/Debt Collection Specialist L3 (21 Months) [£9,000]	Team Leader and Supervisor L3 (15 Months) [£4,500]	Operations or Departmental Manager L5 (33 months) [£7,000]
Data Analyst	Data Technician L3 (27 Months) [£12,000]	Data Analyst L4 (27 Months) [£15,000]	Business Analyst L4 (21 Months) [£18,000]	Data Engineer L5 (27 Months) [£19,000]
Finance Business Partner	Professional Accounting Taxation Technician L4 (21 Months) [£8,000]	Team Leader and Supervisor L3 (15 Months) [£4,500]	Accountancy/Taxation Professional L7 (39 Months) [£21,000]	Accounting and Finance Manager L6 (39 months) [£27,000]
Finance Officer	Assistant Accountant L3 (18 Months) [£12,000]	Professional Accounting Taxation Technician L4 (21 Months) [£8,000]	Team Leader and Supervisor L3 (15 Months) [£4,500]	Accountancy/Taxation Professional L7 (39 Months) [£21,000]
Finance Manager	Accountancy/Taxation Professional L7 (39 Months) [£21,000]	Chartered Manager (Degree L6) (51 months) [£22,000]	Senior Leader L7 (27 months) [£14,000]	Senior Compliance and Risk Specialist L6 (39 months) [£27,000]
Financial Transactions Assistant	Customer Service Practitioner L2 (15 Months) [£3,500]	Accounts or Finance Assistant L2 (15 Months) [£6,000]	Assistant Accountant L3 (18 Months) [£12,000]	Professional Accounting Taxation Technician L4 (21 Months) [£8,000]
Financial Transactions Officer	Assistant Accountant L3 (18 Months) [£12,000]	Professional Accounting Taxation Technician L4 (21 Months) [£8,000]	Team Leader and Supervisor L3 (15 Months) [£4,500]	Accountancy/Taxation Professional L7 (39 Months) [£21,000]
Head of Corporate Finance & Commercial Procurement Manager	Chartered Manager (Degree L6) (51 months) [£22,000]	Accountancy/Taxation Professional L7 (39 Months) [£21,000]	Senior Procurement and Supply Chain Professional L6 (33 months) [£18,000]	Senior Leader L7 (27 months) [£14,000]
Head of Finance	Accountancy/Taxation Professional L7 (39 Months) [£21,000]	Accounting and Finance Manager L6 (39 months) [£27,000]	Chartered Manager (Degree L6) (51 months) [£22,000]	Improvement Leader L6 (21 Months) [£17,000]
Insurance & Risk Officer	Compliance and Risk Officer L3 (18 months) [£9,000]	Senior Compliance and Risk Specialist L6 (39 months) [£27,000]	Regulatory Compliance Officer L4 (27 months) [£6,000]	Team Leader and Supervisor L3 (15 Months) [£4,500]
Peripatetic Bursar	Professional Accounting Taxation Technician L4 (21 Months) [£8,000]	Accountancy/Taxation Professional L7 (39 Months) [£21,000]	Operations or Departmental Manager L5 (33 months) [£7,000]	Project Manager (Integrated Degree L6) (51 Months) [£22,000]
Principal Accountant	Accountancy/Taxation Professional L7 (39 Months) [£21,000]	Chartered Manager (Degree L6) (51 months) [£22,000]	Senior Leader L7 (27 months) [£14,000]	Improvement Leader L6 (21 Months) [£17,000]
Principal/ Senior Accounting Technician	Professional Accounting Taxation Technician L4 (21 Months) [£8,000]	Accountancy/Taxation Professional L7 (39 Months) [£21,000]	Chartered Manager (Degree L6) (51 months) [£22,000]	Operations or Departmental Manager L5 (33 months) [£7,000]
Procurement Compliance Officer	Procurement and Supply Assistant L3 (21 Months) [£6,000]	Commercial Procurement and Supply L4 (27 Months) [£9,000]	Regulatory Compliance Officer L4 (27 months) [£6,000]	Senior Compliance and Risk Specialist L6 (39 months) [£27,000]

A-Z Job Roles mapped to Apprenticeships



Regulatory Services and Environmental Health - A-Z of Job Roles Mapped to Apprenticeships

Click on each link to read the Apprenticeship Standard, which describes the knowledge, skills and behaviours achieved through each apprenticeship and any entry requirements for the apprenticeship. The apprenticeship's page also links you to the approved apprenticeship training provider search function.

Please also see the [Regulatory Services and Environmental Health Apprenticeship listing](#).

(Duration): When planning an apprenticeship, particularly for staff appointed on a fixed term apprenticeship – from the start of training, until the end of the end point assessment.

The published Standards list the typical apprenticeship duration to gateway and separate

This A – Z Guide lists the duration of the apprenticeship as the TOTAL of the public point assessment to take place. But to note that a more accurate end point assessment apprenticeship's linked page and in their Assessment Plan, and in some cases may take

[Funding Band]: This is the funding rate assigned to the Apprenticeship when it was approved. The price agreed with each employer depends on whether the apprentice has prior learning that reduces duration and therefore price. You can explore the full list of 700 apprenticeships & Technical Education website. Plus see the LGA's full [Apprenticeship Mapping Tool](#) to

KEY: * = Apprenticeship in development

A Note on the Scope of Regulatory Services

The range of regulatory services provided by a LA will vary depending on its size and range or the various regulatory services may sit within a number of directorates or have their own. It indicates a range of possible regulatory service areas within which there will be a range of common job roles in these areas, plus the generic roles typical in many LAs which can cover

Officer may cover licensing, animal health and trading standards, or may specialise in a

- Environmental Health
- Building Control
- Trading Standards
- Planning Enforcement
- Animal health and control
- Financial Investigations
- Bereavement Services
- Coroner's Service
- Registration Service
- Licensing – explosives, petroleum, alcohol, tobacco, poisons, gambling, skips and
- Internal specialists – Health & Safety and Emergency Planning.

Page 1 of 4

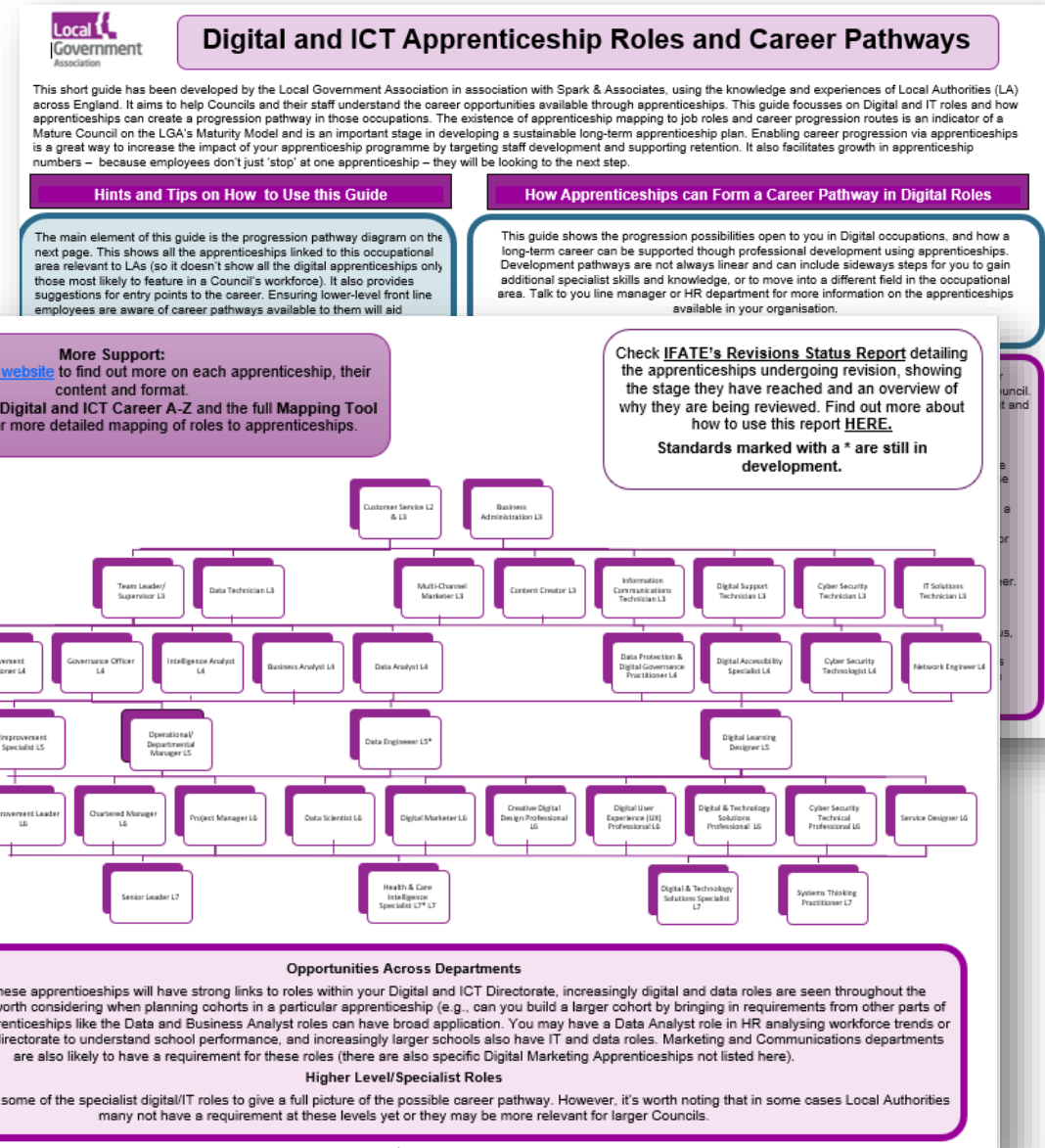
...e.g. Environmental Health as part of Regulatory Services.

Some of the A-Zs provide a view across a wider service area or directorate....

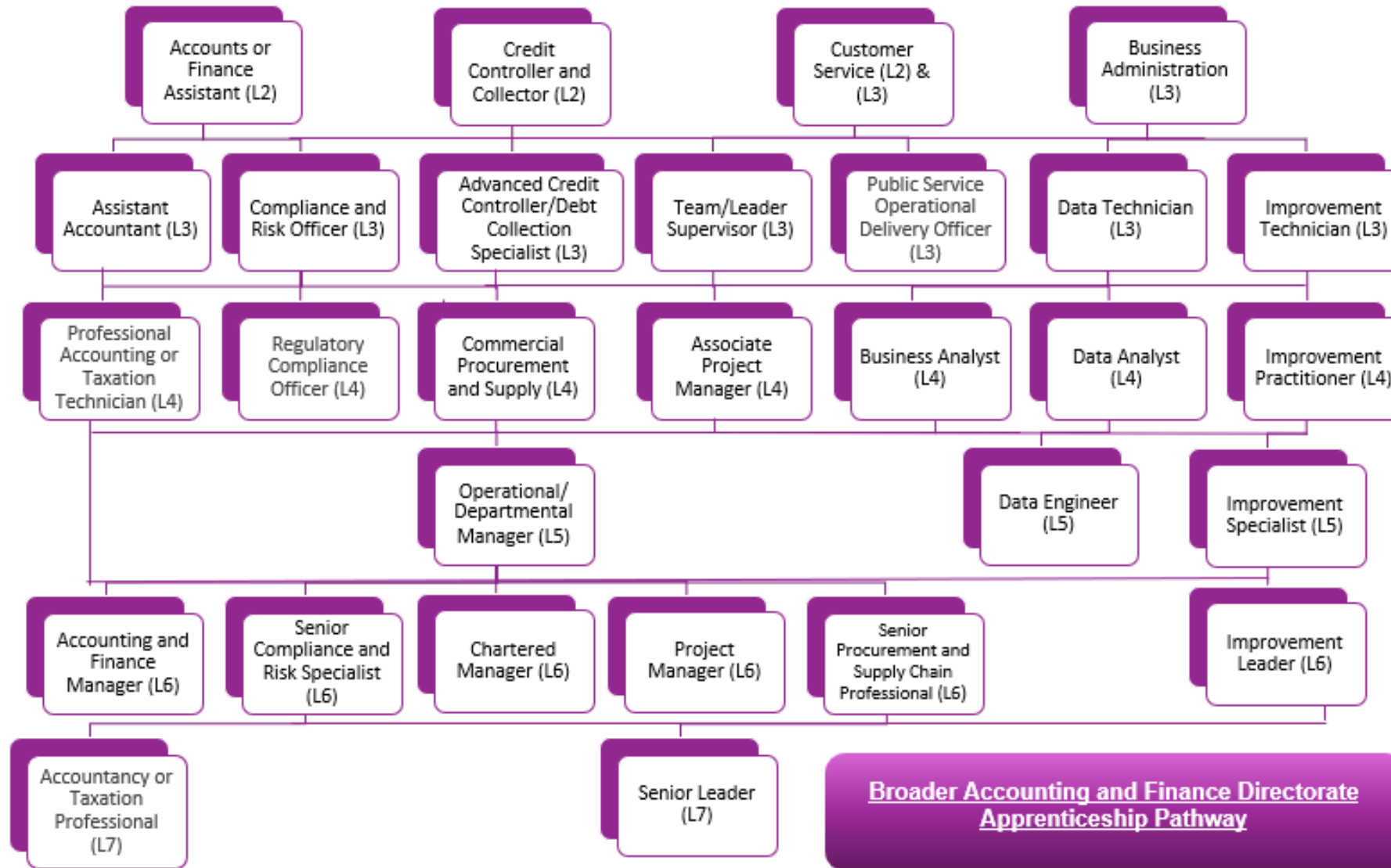
Job Role/Title	Apprenticeships			
	Including potential progression and specialisms available			
Air Quality Officer	Building Services Engineering Technician 2022 L3 (34 Months) [£16,000]	Team Leader or Supervisor L3 (15 Months) [£4,500]	Environmental Practitioner L6 (63 Months) [£27,000]	Project Manager (Integrated Degree L6) (51 Months) [£22,000]
Assistant Electoral Officer	Business Administrator L3 (21 Months) [£5,000]	Improvement Technician L3 (17 Months) [£6,000]	Governance Officer L4 (21 months) [£11,000]	Team Leader or Supervisor L3 (15 Months) [£4,500]
Building Control Surveyor	Building Services Engineering Technician 2022 L3 (34 Months) [£16,000]	Building Control Surveyor L6 (51 Months) [£24,000]	Building Services Design Engineer L6 (63 Months) [£27,000]	Chartered Manager (Degree L6) (51 months) [£22,000]
Business Support Assistant	Business Administrator L3 (21 Months) [£5,000]	Customer Service Practitioner L2 (15 Months) [£3,500]	Procurement and Supply Assistant L3 (21 Months) [£6,000]	Governance Officer L4 (21 months) [£11,000]
Business Support Manager	Service Designer L6 (27 months) [£15,000]	Operations or Departmental Manager L5 (33 months) [£7,000]	Chartered Manager (Degree L6) (51 months) [£22,000]	Project Manager (Integrated Degree L6) (51 Months) [£22,000]
Business Support Operations Manager	Public Service Operational Delivery Officer L3 (15 Months) [£2,500]	Team Leader or Supervisor L3 (15 Months) [£4,500]	Operations or Departmental Manager L5 (33 months) [£7,000]	Governance Officer L4 (21 months) [£11,000]
Business Support Supervisor	Team Leader or Supervisor L3 (15 Months) [£4,500]	Improvement Practitioner L4 (17 months) [£6,000]	Procurement and Supply Assistant L3 (21 Months) [£6,000]	Governance Officer L4 (21 months) [£11,000]
Clerk of Works	Team Leader or Supervisor L3 (15 Months) [£4,500]	Operations or Departmental Manager L5 (33 months) [£7,000]	Improvement Practitioner L4 (17 months) [£6,000]	Chartered Manager (Degree L6) (51 months) [£22,000]
Commissioning Manager	Commercial Procurement and Supply L4 (27 Months) [£9,000]	Operations or Departmental Manager L5 (33 months) [£7,000]	Procurement and Supply Assistant L3 (21 Months) [£6,000]	Chartered Manager (Degree L6) (51 months) [£22,000]
Election Assistant	Business Administrator L3 (21 Months) [£5,000]	Team Leader or Supervisor L3 (15 Months) [£4,500]	Governance Officer L4 (21 months) [£11,000]	Public Service Operational Delivery Officer L3 (15 Months) [£2,500]
Electoral Services Manager	Operations or Departmental Manager L5 (33 months) [£7,000]	Governance Officer L4 (21 months) [£11,000]	Chartered Manager (Degree L6) (51 months) [£22,000]	Public Service Operational Delivery Officer L3 (15 Months) [£2,500]
Environmental Health Officer	Environmental Health Practitioner L6 (51 Months) [£22,000]	Regulatory Compliance Officer L4 (27 months) [£6,000]	Team Leader or Supervisor L3 (15 Months) [£4,500]	Operations or Departmental Manager L5 (33 months) [£7,000]
Environmental Services Manager	Environmental Health Practitioner L6 (51 Months) [£22,000]	Environmental Practitioner L6 (63 Months) [£27,000]	Chartered Manager (Degree L6) (51 months) [£22,000]	Improvement Leader L6 (21 Months) [£17,000]

Apprenticeship Career Pathways

- Reflects the A-Z – so again shows specialist and generic opportunities for progression and development within a service area/sector.
- Aims for examples of flexible progression pathways, it provides suggested entry-points but also potential ‘side-ways’ moves to gain additional skills, e.g. leadership, data, improvement, training.

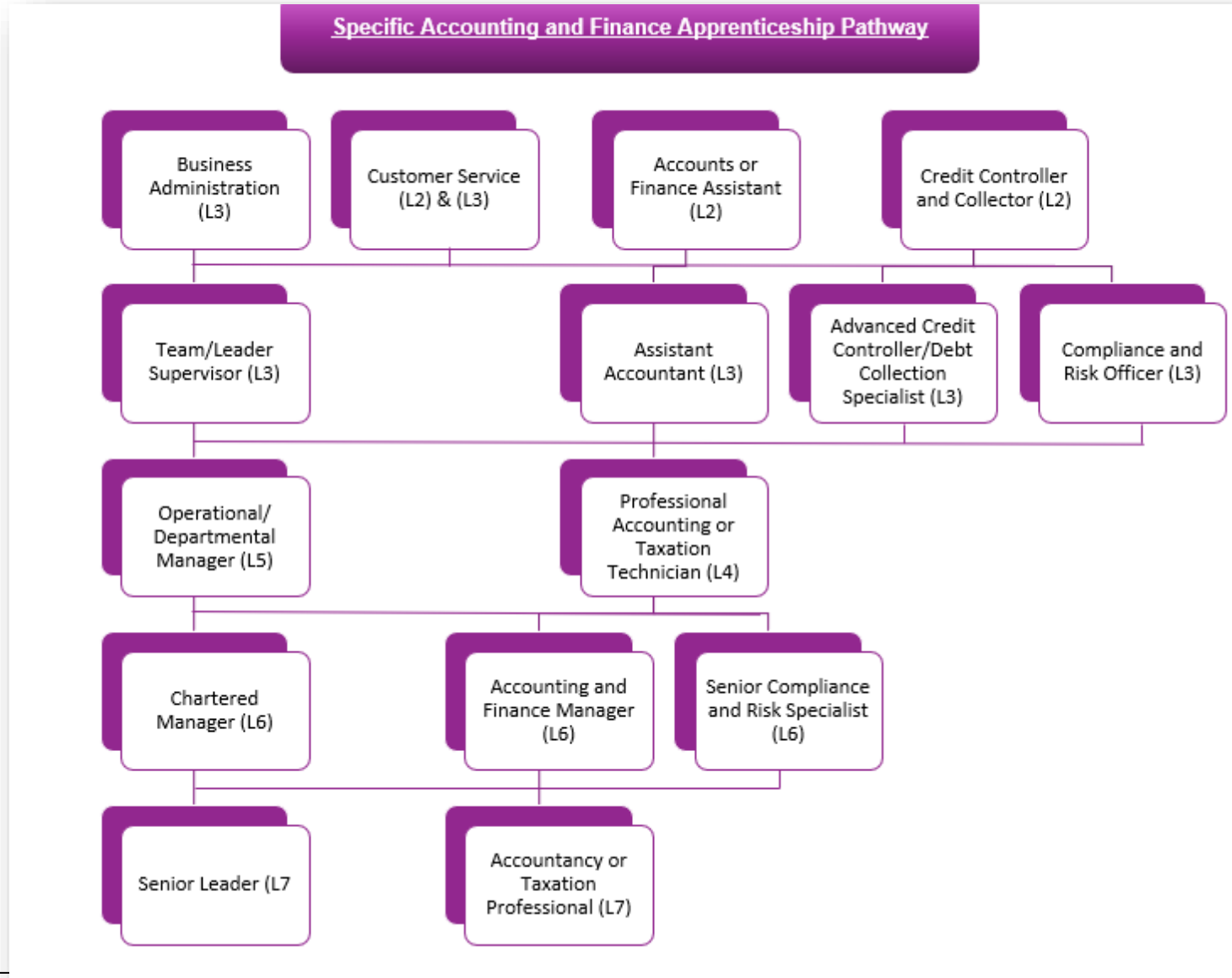


Apprenticeship Career Pathways



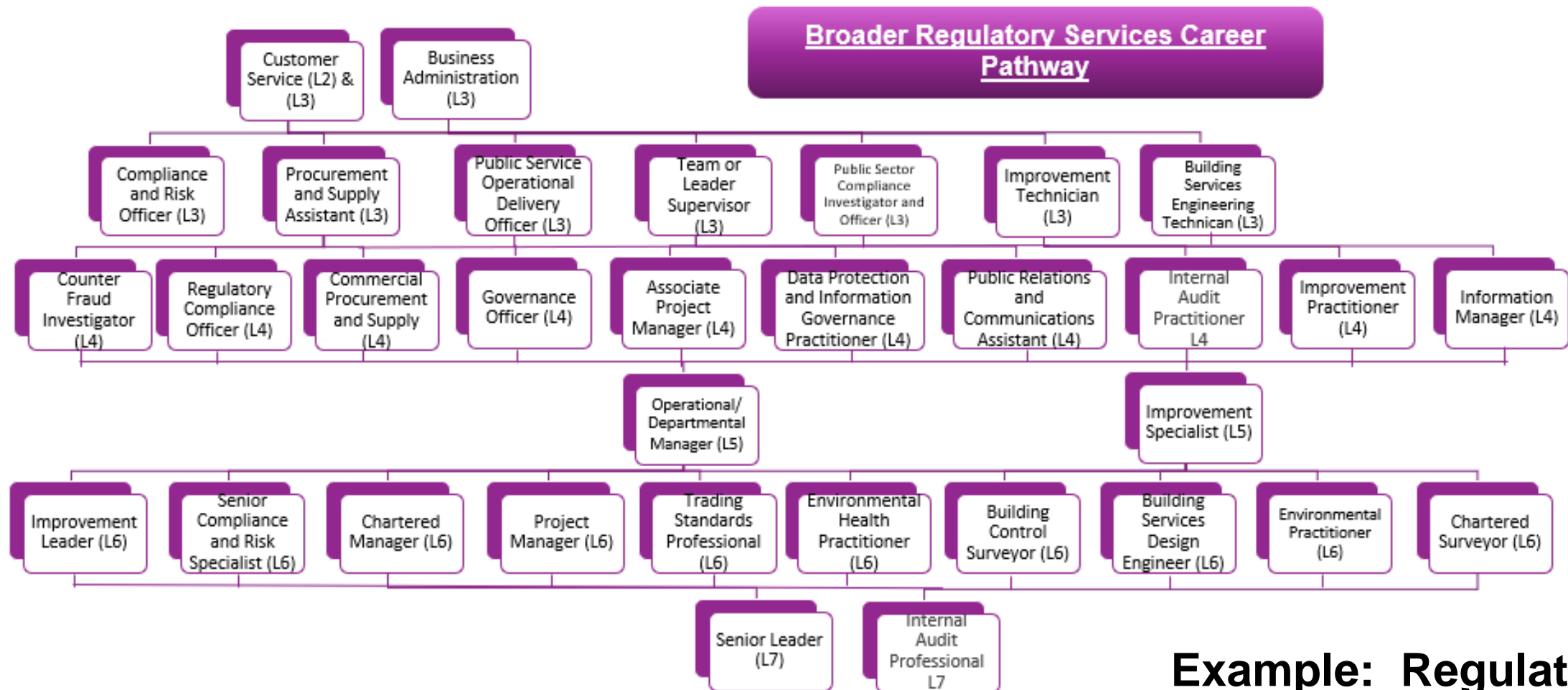
Example:
Finance Tool
offers a broader perspective which covers a wider set of roles that you might see in the department – for example covering data, compliance, improvement.....

Apprenticeship Career Pathways



Example:
Finance Tool ...but
also another
diagram that is
much more
Accounting and
Finance specific
where you want to
just focus on that
pathway – just
linking management
as well.

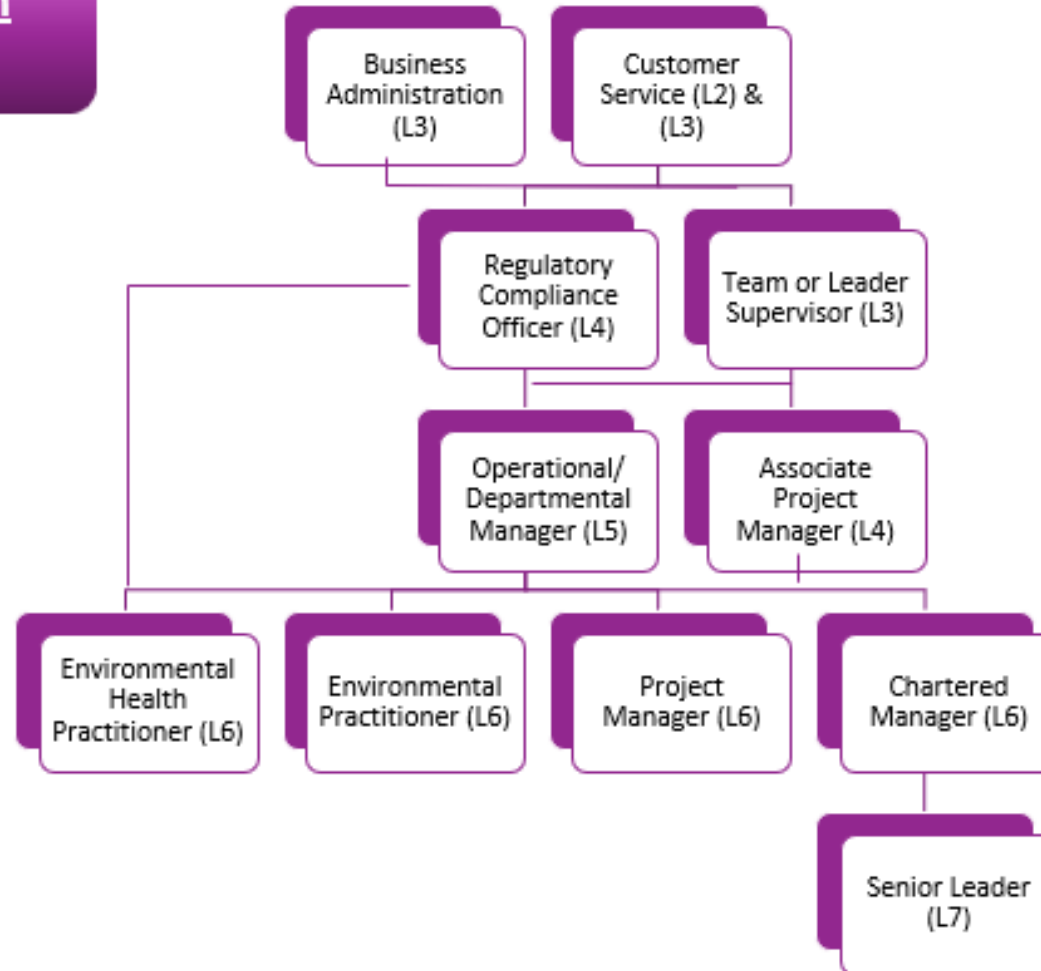
Apprenticeship Career Pathways



Example: Regulatory Services this tool offers a service wide pathway.....

Apprenticeship Career Pathways

Specific Environmental Health Pathway



**Example:
Regulatory
Services Tool**
...but also another
diagram that is
tailored to an
Environmental
Health Department

LGA Workforce Planning Options

Workforce Planning for HR/OD/HRBPs

- Critical to support the delivery of and support for workforce planning
 - The 'Enablers'
-

Workforce Planning for Senior Leaders

- They set a clear strategic direction for the organisation
 - Ambassadors for the process
 - Build and maintain the organisation's dialogue with its workforce
-

Workforce Planning for Managers

- Key to engage in workforce planning
 - Need to understand the benefits and methodology
 - Operational in focus – need to ‘see’ the big picture
-

Bitesize workforce planning

- Service-based approach – ‘bottom-up’ development
- Develop bespoke workforce plans - linking service plans with strategic workforce needs
- Five key data-driven workshops

Case studies:

- 6 English Council ASC Teams in 2023/24 and a further 10 applied for the 2024/25 cohort
 - Staffordshire Highways
 - Ashfield DC (4) Directorates
-

Workforce Planning Network

- Since 2020, 300+ members from English, Welsh and Scottish councils
 - Peer-to-peer learning and advice enabled. Solutions focus on sharing knowledge and experience of what is working (and what not!)
 - Exclusive for councils, regardless of workforce planning level of maturity – no cap on numbers. For everyone with an active interest in workforce planning
 - Meets once a month; Keynote speakers alternates with peer-to-peer learning sessions
-

Thank you for having me!

I'm very grateful for the invitation to share these important messages with you today.

Please get in touch if you want more information or join our national local government workforce planning network.

Welna.Bowden@local.gov.uk

