Enabling Future Workforce Planning Through Data

matrixscm

Insight Into How HR Leaders Can Deliver Through Data Across Local Government

A Year Of People Challenges

"Imagine local government had the opportunity to go back to the drawing board and reinvent itself to meet the needs and expectations of future residents.

What would local government re-imagined look like?

There's no doubt it would be very different from the operating models which are still prevalent today.

We'd need operating models which can make the best of new technology to deliver better services and ones which allow local government to accommodate emerging new areas of demand – like the need to support our ageing population – as well as the ability to better predict and manage demand.

In a low or no-funding environment it is essential for local government to go back to the drawing board and rethink operating models and service delivery. One of the lessons of the last 12 months is that local authorities who fail to reimagine local government for today and the future will struggle.

Some however, are doing really well. Where this is happening, they are providing more effective and efficient services, at a lower cost by making better use of their people, deploying them in the places where they can add the most value.

Whatever stage of transformation an organisation has reached it must analyse its current workforce - where it deploys its people, what they are doing and how much they are paid, in order to plan future change, especially when it involves new roles and structures.

The purpose of this guide is to help senior HR leaders understand how they can get the insight they need to support future workforce planning, which is key to sustainable transformation.

How We Gathered Insight From The HRD Community

In the last year I met with almost 150 professionals responsible for people resourcing in local government. In the course of these meetings, I listened to the workforce challenges each organisation faces.

Together with our account teams who work with our local government clients each day we've pulled together the priorities they see in the year ahead and the areas HR leaders need to address going forward."

— Chris Grimes, Sales Director, Matrix SCM

Contents

Drivers For Transformation

One of the biggest challenges for local government leaders in implementing new business and service delivery models is the extent to which the people they need for the future are different to those they have today.

While the public service ethos remains core the new generation of services demands a shift to skills, knowledge and entire roles that are either partly or entirely new to local government. Here are the most important forces that our clients tell us are shaping their approach to future workforce planning:

The Rise Of Self-Service

One of the biggest opportunities thrown up by new technology is the opportunity to reduce the number of people interventions needed in the delivery of council services. If **'self-service public services'** are to really take off, then councils will need the skills of business analysts and user experience experts who know how to rewire processes that underpin them.

From Owning To Commissioning

Few councils now believe they should buy and/or build their own infrastructure. This approach requires a shift from service management to account management, whether it is the management of in house services or external ones, these require new skills.

Working Across Public Services

Another focal point for transformation is the drive to collaborate with external partners in the public sector for service delivery. In most instances this will involve ceding or gaining front line capability and with it, new roles for managers and leaders as business partners rather service owners.

Commercially Sustainable Services

While central finance teams continue to manage budgets, service managers and leaders will increasingly be challenged on how they can create cashable savings. This will demand greater financial literacy and, in some teams, new commercial acumen.

From Permanent To Project Teams

It is hard to shift to new service models while maintaining 'business as usual' service delivery. Interim leaders and teams of temporarily hired project specialists are critical to give local authorities the capacity they need to deliver change. This requires a different balance between permanent and temporary staff.

A Shift To Just-In-Time And On-Demand Service Delivery

The application of artificial intelligence won't just result in the automation of some services – allowing for more to be delivered on demand - but will allow councils to map and anticipate peaks in demand for other resources. This will enable councils to flex the number of people they deploy to customer facing roles when they are needed rather than around the clock, requiring new people planning capability.

Digital Government

The last area our clients talk to us about is the shift from technology supporting the business – something which delivers marginal gains or channel shift – to digital business models. This means every council needs people who are comfortable in a digital world, developing and challenging new service models.

Accommodating just one or two of these forces for change in the workforce would be hard enough. Today, however, the HR leaders have to help service leads anticipate and understand the impact of all of these changes as they go about rewiring their organisations for the future.

At the same time they must drive a digital approach in their organisations and identify their own new operating models which can improve services.

Finding The Evidence, Eliminating The Guesswork: The Workforce Planning Challenge For HR Leaders

The shift to new target operating models in local government represents a significant risk for HR leaders. It will require the council to rethink its organizational design and move staff to work in new structures, roles and teams.

To guide the organisation through this change and remain a credible business partner, HR must be able to answer the question, "Is this new operating model deliverable?"

To reduce the risk of failure in any change programme, HR teams must challenge and support their peers in the following areas:

Resourcing The Target Operating Model

Having identified a new service delivery model and the role profiles for the team which will support it, the next challenge for HR leaders is to understand how you can recruit to the roles you have identified. Gaining insight into the supply of the people you need - within and outside your organization - their availability and the potential match to the skills profile you need is a critical in assessing whether any planned change is deliverable.

The True Cost Of The New People You Need

A second area for HR to focus on is the true cost of the new business model. Where you are recruiting for new skills which are in demand – digital business analysts, user experience analysts and project managers – are likely to require a rethink around budgets. If the local labour market is short of these skills, additional and unexpected costs for recruitment and relocation will also need to be factored in.

A Recruitment Supply Chain That You Can Trust

As the organisation changes it will make new demands on its recruitment supply chain for new roles. One risk to manage is a lack of specialist recruiters for the specific roles you need. Another is that recruiters use your demands to inflate salaries or create a scarcity of candidates. Getting to grips with the costs and limitations of your recruitment supply chain is therefore critical for HR in the planning stage.

Understanding Your Current People Capital And Costs

A final area where HR teams can provide insight in future workforce planning is in providing the baseline information around the current organization, how it recruits and the extent to which it can rely on permanent and contingent workforce skills and experience in specific areas.

This due diligence, which matches people supply with demand from the future organisation, will help HR assess the viability of transformation plans, prioritise which change elements should be brought forward, and identify any business changes at risk of being undeliverable.

"I just wanted to formally feedback how impressed both myself and my team are with Matrix, and how we anticipate this will make substantial budget, resource management and customer-service improvements for the department. Not to mention it is a much slicker and time efficient process to manage, putting the decision making and accountability in the hands of myself and the team."

— Delivery Manager, Basildon Borough Council

"The MI Matrix provides us gives us an in-depth understanding of where our suppliers are based and crucially how they are performing."

— Sanj Chanda, HR Manager, Dudley Council

"Matrix SCM have made it a mission to understand how we need to work and then align their solutions to solve our issues – this has been overwhelmingly successful. Working with Matrix SCM has meant we have someone to listen to the issues and work with us on practical solutions that add value to the business."

— Janet Cox, Strategic Lead, Thurrock Council

"The Management Information that Matrix SCM provides and the reporting available to us means that we know exaclty how many interims and agency staff are on placement, where they are, for how long and most importantly the quality of these workers."

— Sue Davies, Resourcing Manager, HR, Enfield Council

How Matrix SCM Can Support Transformation Of Service And Assess Impact Of New Ways Of Working

If HR teams are to support the organization effectively as senior managers weigh their transformation plans, it's critical that they have the tools which can provide the evidence which will help their peers make right decisions,

Matrix SCM works with over 100 councils HR teams to do this helping them:

Make Evidence Based Decisions

Our propriety technology captures and reports in real time, comprehensive workforce data. HR resourcing teams can use this information to analyse the current workforce, model cost/delivery impact of new roles, anticipate and manage demand fluctuations.

Our experienced business managers support HR to analyse and interpret data and share solutions to resourcing issues from other councils they work with.

Gain Full Visibility Of Spend And A Tighter Grip On Recruitment Costs

It's impossible to get full control of hiring costs unless you first have complete visibility of your entire workforce. Our systems provide full visibility and we support councils to put protocols in place to control hiring and redeployment activity.

Work Across Multiple Agencies And Sectors

Increasingly councils are working with other local authorities, sectors and agencies to deliver place-based services. We can build interfaces to enable our MIS to interact with systems in other organisations. This ensures full visibility of your workforce irrespective of the place they work.

Build And Control The Recruitment Supply Chain

Matrix SCM is a genuine Neutral Vendor provider. This means that we do not supply workers directly and therefore do not compete with other recruitment agencies. This provides customers with the most competitive and robust supply chain possible and prevents the supply chain from gaming councils.

We use our expert knowledge of the recruitment supply chain to help councils build supply chains, for permanent, contingent and specialist interim roles.

Digital Transformation Of HR Function

To a systems-driven process. We configure, install and train HR and hiring managers to use our system.

Matrix SCM Supports HR Teams To Meet Ever-Changing Resource Needs

At Matrix SCM we offer tailor made solutions to best meet the resourcing needs of your organisation:

Neutral Vendor Managed Service

Matrix SCM is a genuine Neutral Vendor provider. This means that we do not supply workers directly and therefore do not compete with other recruitment agencies. This provides customers with the most competitive and robust supply chain possible.

Software as a Service (SaaS) Solution

CR.Net is the Matrix SCM proprietary web-based technology application that automates the end-to-end process of procuring temporary, interim and permanent staff. C.R.Net enables our customers to order and review candidates, manage timesheets and supplier payment, receive management information, and effectively manage the supply chain.

Dedicated Account Manager

A dedicated Account Manager will take a proactive approach to the day-to-day running of your contract This ensures you're always getting the best from our services and technology, they make a positive impact in your organisation, and help reduce costs.

Contract Management Team

Our contract management team ensures excellent performance through proactive management of our 6 measures of success.

100% Of Workers Are Fully Compliant Before Assignment

Safeguarding is of paramount importance to Matrix SCM. We work to ensure our customers know that candidates submitted via our system are properly vetted before they are employed.

A Business Manager Ensures You Receive The Best Value And Service

Extensive management information gathered through our systems enables you to take a strategic view of workforce planning.

Useful Sources And Resources To Support Workforce Transformation

☁ **21st Century Public Servant**

This research outlines the key skills and mindsets which will help public servants thrive in the 21st Century:
https://21stcenturypublicservant.wordpress.com

☁ **Walk Tall - Being A 21st Century Public Servant**

Explores the challenges and opportunities public servants face in a constant cycle of change and innovation:
https://www.ppma.org.uk/wp-content/uploads/2016/09/FENT__1470048140_Walk_Tall_-_final_ebook_for_do.pdf

☁ **Skills For Digital Age**

How HR and IT can work together for positive change in local government: https://www.eduserv.org.uk/media/1219/web-1870-skills-for-digital-change.pdf

☁ **The HR Professional's Guide To Digital Transformation**

Becoming a digital leader in the public sector: https://www.eduserv.org.uk/insight/posts/2018/january/report-the-hr-professionals-guide-to-digital-transformation/

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Matrix SCM work with clients to improve recruitment processes and reduce hiring costs

Our market leading system, CR.Net, manages the interaction between the Hiring Manager and recruitment agencies allowing roles to be released to pre-approved agencies within minutes and ensuring all candidates are prequalified, compliant and match your exact requirements.

www.matrix-scm.com