

Public Sector Leadership Framework

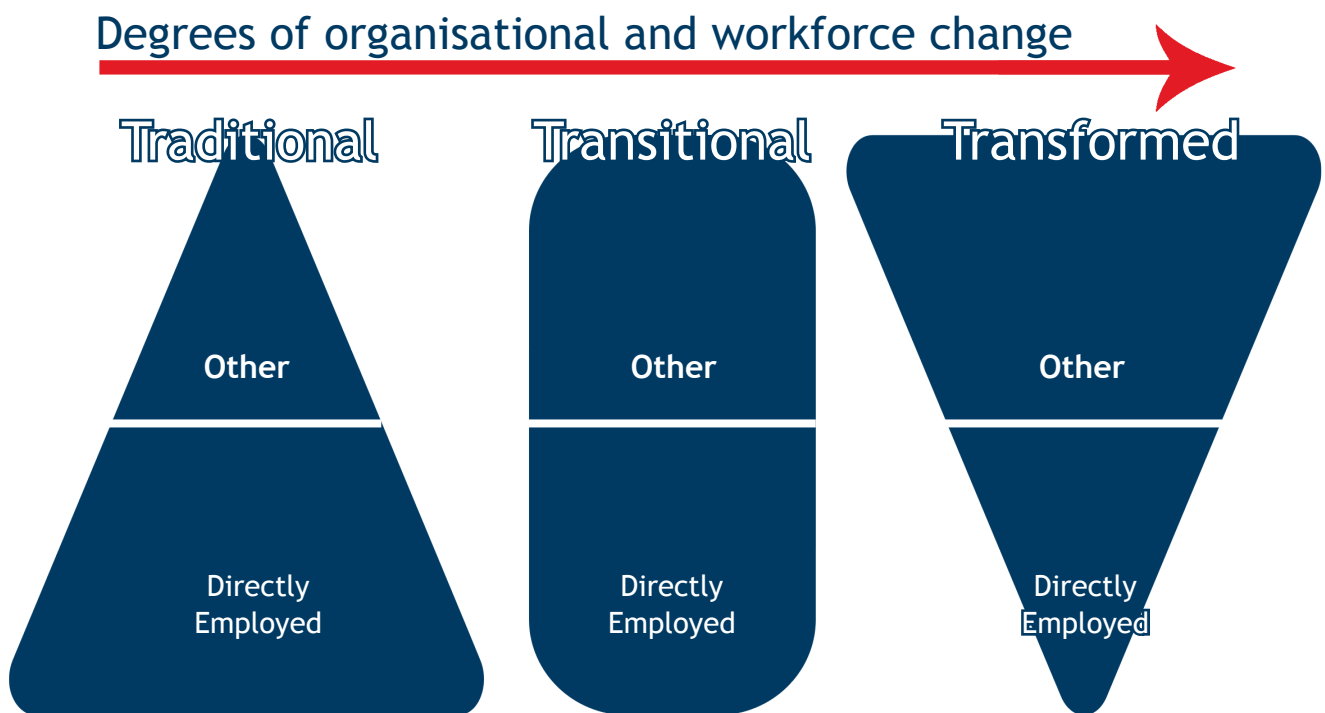


Workforce Planning Exercises (Three Hour Course)





Operating Model Impact



Council 'A'

- Prevention, early intervention and enablement as the norm
- Personalisation, choice and control, and empowerment for citizens and communities
- Citizens co-producing, co-developing and co-evaluating services
- Joint place shaping, strategy planning and delivery with public, private and voluntary sector partners
- Devolved decision making and neighbourhood working
- Greater focus on commissioning
- Continual drive for efficiency and value for money
- Emphasis on sustainability
- Increased scrutiny of partnerships
- Improved collaboration across local authority boundaries
- What business models are you currently considering? For which services?
- Who are the employers of the future workforce likely to be?
- Which staff are likely to be directly employed by the council?
- What are the skills required in the different models- Traditional?- New?
- What is the source of these skills?

Operating Models- Workforce

Operating Model/ Workforce	Traditional	Transitional	Transformed
The employer of the people providing services			
Council			
Agency			
Shared Services			
Social Enterprises			
Partnerships			
Private Contractor			
Directly employed staff			
Professional roles			
Intermediate			
Admin/Clerical			
Direct Services			
The skills required			
Traditional			
New			
The source of skills			
Internal/ Other Councils			
Other Public Sector			
Other (What might these be?)			
Private Sector			

PEST

Political

Economic

PEST

Social

Technological

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The Improvement Service is devoted to improving the efficiency, quality and accountability of public services in Scotland through learning and sharing information and experiences.

