



# STRATEGIC WORKFORCE PLANNING

TRAINING & UPSKILLING | WORKFORCE PLANNING | LABOUR MARKET ANALYSIS | COLLABORATIVE PROJECTS



# TAKING A STRATEGIC APPROACH TO WORKFORCE PLANNING

With an ageing workforce and shortages of technical and engineering-related skills in the labour market, forecasting future demand and supply of talent is one of the most critical strategic challenges facing organisations within the energy and utilities sector today. A longer-term, strategic approach to talent management is required, to make effective and efficient use of all available talent pools.



We have the tightest labour market for over 40 years



Continued intense competition for talent



The supply of new talent is struggling to meet current demand



Changing population demographics, including age profile and greater ethnic diversity



Businesses need to be able to adapt to a changing customer need and uncertain future

## The benefits of our unique approach:

We can help and support you:

- ▶ Understand the dynamics of your existing workforce
- ▶ Manage your workforce to avoid skills shortages or over-supply
- ▶ Manage the redeployment of people
- ▶ Put your talent requirements into a wider context
- ▶ Develop appropriate resourcing strategies/ scenarios
- ▶ Align your HR, strategic, business and finance plans
- ▶ Gain added value from the process of internal engagement and consultation
- ▶ Maximise your Apprenticeship and Levy returns

Workforce planning enables you to get the right workforce in the right place, at the right time, with the right skills and at the right price.

# WHY

## ENERGY & UTILITY SKILLS?

Energy & Utility Skills has more than a decade's experience supporting UK industry in identifying and achieving their workforce planning ambitions – working with both individual companies and sector-wide collaborations. We are specialists in four key areas of strategic workforce planning:

- 1 Workforce planning training and upskilling
- 2 Bespoke strategic workforce planning solutions
- 3 External labour market intelligence and benchmarking
- 4 Collaborative workforce planning

Some of the organisations we have worked with:

**centrica**

**electricity  
northwest**

**nationalgrid**

**NORTHERN  
POWERGRID**

**SCOTTISHPOWER**

**SEVERN  
TRENT  
WATER**

**sse**

**WALES&WEST  
UTILITIES**

“We were able to make a case to double the size of our planned apprentice intake, using the forecasts provided by Energy & Utility Skills.”



“Significant value has been created for our organisation over this eight-year period by getting Energy & Utility Skills involved with National Grid's price control submission.”

**nationalgrid**

“The scope and thoroughness of the workforce planning reports we requested from Energy & Utility Skills have impressed far and wide within SGN. Robert Murphy impressed us greatly with his willingness to pull out all the stops to help us achieve deadlines. The entire project exceeded my expectations.”

**Steve Piggott, Head of Employee  
Relations, Policy & Reward, SGN**



“It was a pleasure to deal with Energy & Utility Skills. Rob Murphy was very easy to work with and the outputs of the team's work have been thorough and relevant.”

**Annette Mason, Head of Talent  
and Inclusivity, Welsh Water**



# TRAINING AND UPSKILLING:

We can help you understand and define your workforce planning ambitions and give you the tools to deliver them. We can also upskill your team to a nationally recognised standard.

We offer two upskilling programmes:

## Introduction to strategic workforce planning

(One-day workshop)



- ▶ A one-day interactive workshop which discusses what best practice in workforce planning looks like and how it might be applied within your organisation.
- ▶ This workshop is designed to be interactive, with many aspects of the discussion being specific to the client organisation's ambitions and context. Delegates should come ready to participate.
- ▶ This one-day workshop can be delivered at a time and location that is convenient for you. It is run at a fixed cost, with no hidden fees, and you are free to involve as many colleagues as appropriate.



**Click here to view the full factsheet for this event.**

## Certificate in strategic workforce planning

(Two-day course)



- ▶ Looking to accredit your own staff to deliver workforce planning in house? This two-day accredited course will provide each delegate with the opportunity to obtain a Certificate in Workforce Planning.
- ▶ This course is accredited to Level 3 and is the only workforce planning programme that carries Regulated Qualifications Framework-equivalent credits.
- ▶ This course is charged per delegate and can be delivered at a location of your choosing. Full course materials for each delegate, lunch and refreshments, post-course support to complete the course workbook, assessment and accreditation are all included.



**Click here to view the full factsheet for this event.**

## Who should attend?

### HR Professionals

People working at all levels in HR can benefit from the training. From front line staff with limited experience of workforce planning to senior professionals wishing to refresh and refocus their knowledge and skills to the strategic benefit of the organisation.

### Operational Managers

Anyone who is involved in managing and deploying staff will benefit from the training. Workforce planning is not a purely HR function – all managers must be involved in the process of workforce planning if it is to be properly embedded and if the organisation is to meet its current and future strategic capacity.

# BESPOKE STRATEGIC WORKFORCE PLANNING SOLUTIONS

## Giving you a 360° view of the talent challenges:

Our approach to strategic workforce planning is based on an established framework and robust statistical model that is built around your workforce structure. We will ensure that the principles of best practice strategic workforce planning are applied across your business. Not only will you gain insights from the robust and transparent statistical analysis, but we will also work with you to improve your data, systems and processes so that strategic workforce planning becomes embedded in your business – helping you to work smarter, not harder. We can then set your challenges in the wider context of your industry as well as regional / local labour markets; ensuring that you have a complete 360° assessment of the challenges facing your business in terms of skills supply and demand.

## As a business, you will be able to:

### Future proof your talent strategies

The UK's energy and utilities sector and labour markets are changing. Sector boundaries are blurring, and new technologies are changing the skills of the workforce. We can create a range of future scenarios, meaning no matter what the future holds, you will be prepared with a fully costed recruitment plan at your fingertips.

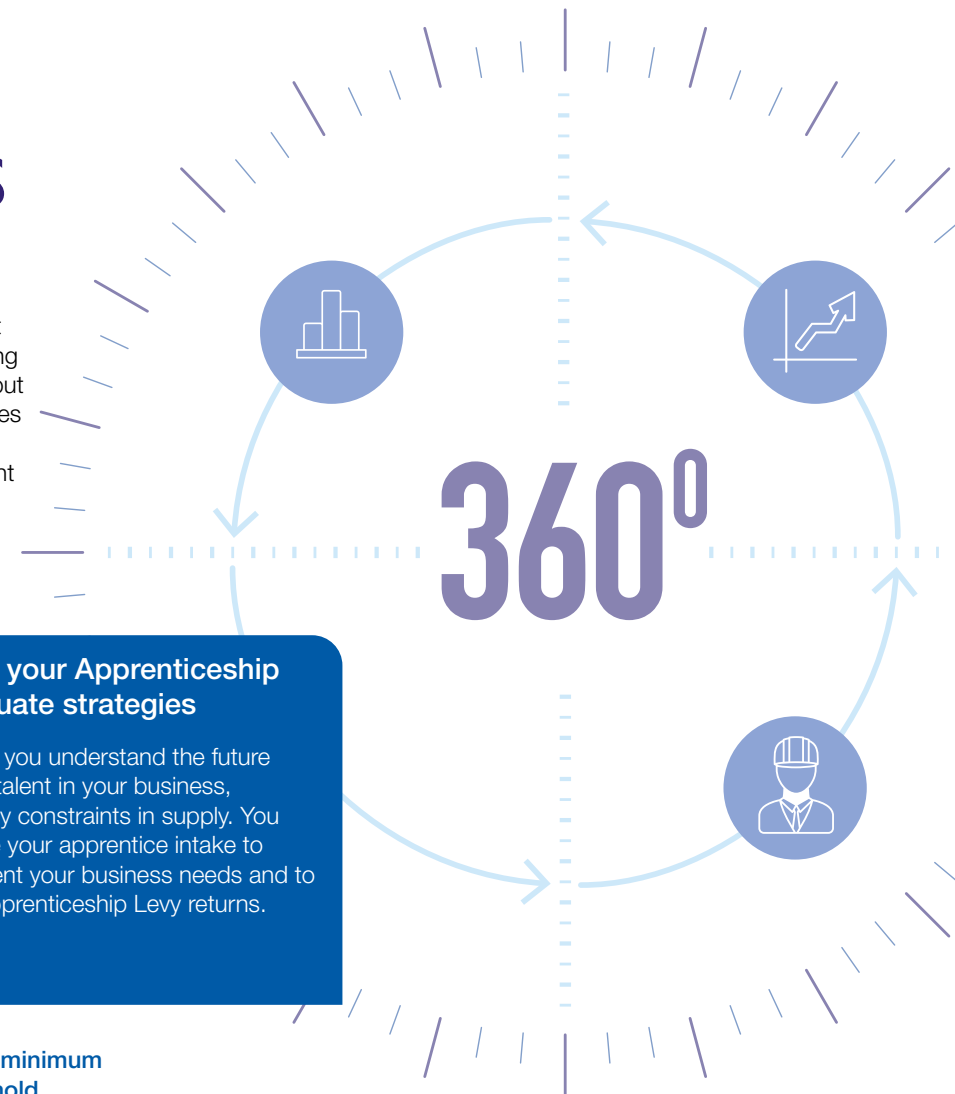
### Increase effectiveness of talent acquisition

A more proactive approach to long-term recruitment planning can help you reduce short-term 'fire-fighting'. Strategic workforce planning gives you an increased ability to develop recruitment and talent plans, minimising the risks to delivery associated with talent availability.

### Maximise your Apprenticeship and Graduate strategies

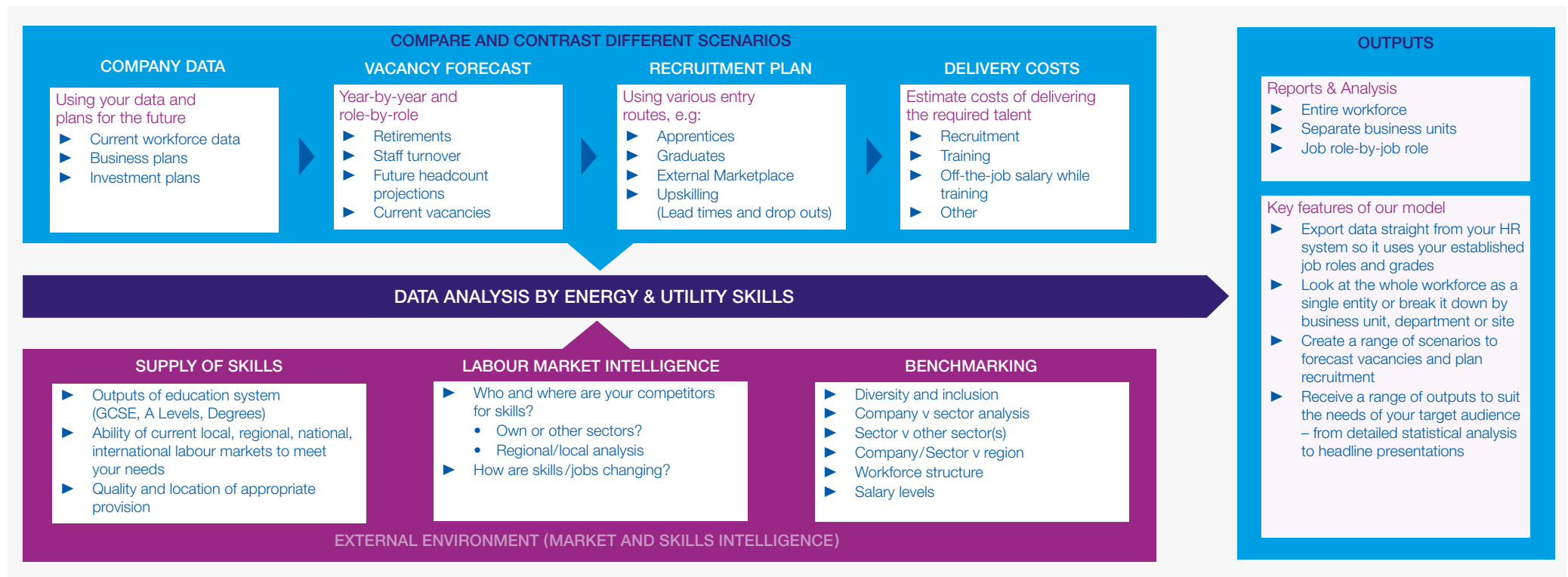
We can help you understand the future demand for talent in your business, alongside any constraints in supply. You can optimise your apprentice intake to grow the talent your business needs and to maximise Apprenticeship Levy returns.

We will ensure that the right questions are asked of both your data and business to deliver new insights with minimum disruption, giving you and your stakeholders confidence in your resourcing plans – whatever the future may hold.



# OUR ROBUST ANALYTICAL FRAMEWORK: A SYSTEMATIC APPROACH TO FORECASTING RESOURCE NEEDS

Using our unique approach and statistical model, we can take your existing workforce data and create new insights – working smarter, not harder. This will enable you to make better informed decisions, with greater confidence, relying on facts developed using an established and rigorous approach. We can develop fully-costed recruitment plans that will deliver the talent you need at the time you need it.





## CASE STUDY: SEVERN TRENT WATER

### THE OBJECTIVE:

Severn Trent Water was seeking to establish whether its current level of apprentice in-take was sufficient to meet short-term requirements. It was also seeking statistical evidence of the likely future requirement for apprentices over the medium-term.

### THE SOLUTION:

We produced statistical analyses of the likely demand for new recruits under various scenarios of retirement rates and growth expectations. Also included in these analyses were recruitment plan scenarios based on various levels of reliance on apprentice, graduate and internal upskilling entry routes.

### THE OUTCOME:

The analysis provided robust statistical evidence of the need to increase its annual apprentice intake for forthcoming years. As a result, the organisation took the decision to triple its apprentice intake.

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“I gained the statistical evidence of the need to increase our apprenticeship programme over the next few years.”

This has resulted in us committing to triple our apprentice in-take”



# EXTERNAL LABOUR MARKET INTELLIGENCE AND BENCHMARKING:

When developing a workforce renewal strategy, it is important to consider the wider external operating environment:

- ▶ We currently have the tightest labour market in over 40 years
- ▶ There is continued intense competition for talent from across the infrastructure sector
- ▶ The supply of new talent is already struggling to meet current demand
- ▶ Population demographics are changing, including age profile and greater ethnic diversity

We have access to all the UK's major sources of skills and labour market intelligence and the expertise to analyse and deliver it in a way that complements your existing workforce planning strategy

## Regional and sector context

To really get a sense of the size and nature of the talent challenges facing your business, it is important to look outside of your business at the bigger picture. This can help put your own talent challenges into perspective. We can provide you with detailed analysis of the external factors that may affect your ability to deliver your optimum recruitment strategy. We can also help you access relevant supply-side data relating to the talent emerging from schools, colleges and universities in your areas. Our aim is to help you answer the question – is our preferred recruitment plan deliverable, given the wider context?

## Diversity and inclusion targets

Benchmarking your workforce characteristics, and demand and supply requirements, can be a useful exercise to assess the overall health and diversity of your workforce. With unrivalled access to statistics covering a range of topics, we can help you establish benchmarks in areas around workforce diversity and inclusion (gender, ethnicity, etc.) that can contribute to your CSR strategy. Gain a better understanding of your operating environment and the wider challenges facing talent acquisition in your sector and / or locality.

## Areas include:

- ▶ The national, regional and local labour market context
  - Unemployment
  - Employment
  - Skills shortages
- ▶ Level and type of skills available
- ▶ Supply trends and availability of academic and vocational education
  - Schools
  - FE & HE
  - Apprenticeships
  - etc.
- ▶ Location and timing of other major infrastructure projects
- ▶ Aggregate of competition for talent

# COLLABORATIVE WORKFORCE PLANNING:

We're experts in creating added value by bringing together multiple organisations and aggregating talent supply and demand. We can work across peer groups (e.g. asset owners) or with your supply chain to enable collaborative solutions – minimising competition.

- ▶ Increasingly, asset owners are seeing the value of working collaboratively on meeting talent challenges
  - Including through the [Procurement Skills Accord](#)
- ▶ We can support and deliver collaborative strategic workforce planning solutions:
  - Vertically – with supply chain partners
  - Horizontally – across a range of peer companies (e.g. asset owners)
- ▶ We have been supporting Britain's electricity and gas transmission and distribution businesses in developing their regulatory workforce renewal plans since 2006
- ▶ We also supported the development of a five-year skills plan for the utility contractor community

The energy and utilities sector is facing a skills and workforce renewal challenge:



26% of vacancies are skills shortages – the national average is 22%



277,000 vacancies will be created over the next 10 years



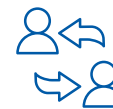
19,000 new jobs and 258,000 caused by staff turnover



An ageing workforce, with 27% of the workforce expected to retire over the next decade



The drive towards "net zero" will create new skills demands and blur the boundaries between sectors



Skills are becoming increasingly transferable across sectors, leading to greater competition for talent



# CASE STUDY: OFGEM RIIO PRICE CONTROL SUBMISSIONS

## THE OBJECTIVE:

Ofgem required all six of the UK electricity Distribution Network Operators (DNOs) to submit a business plan as part of their regulatory price control review process for 2015-2023 (called RIIO-ED1). This includes details of their workforce renewal strategies and cost estimates for each of the 14 distribution areas.

## THE SOLUTION:

All six DNOs came together to use our workforce planning model to produce estimates of their labour and skills demands over the next two price control review periods (through to the end of 2033). These estimates were produced for each of the 14 distribution areas. Taking each DNO's current workforce as the starting point, a series of assumptions were applied relating to how and when vacancies might be created over the coming years (e.g. through retirement, staff turnover or headcount increases / reductions).

A fully-costed recruitment plan was developed to meet the labour demands of each distribution region. These recruitment plans took full account of how the different DNOs relied on different entry routes depending upon their own business strategies and local labour markets.

## THE OUTCOME:

This unique analysis helped shape the workforce strategies of the individual employers and has been used to influence the activities of other stakeholders in the sector, including government departments and training providers. It was submitted as part of the regulatory price control review process, ensuring that the DNOs could fund the millions required for recruitment and training.



## CONTACT US

For more information about our training programmes, or to discuss how Energy & Utility Skills could support your organisation in meeting its workforce planning ambitions, please contact:

**workforceplanning@euskills.co.uk**  
**or call us on 0845 077 99 22**

## FOLLOW US ON

## About Energy & Utility Skills

Energy & Utility Skills is at the forefront of bringing our industry leaders together to identify and address the skills challenges our sector faces. We provide membership, assurance and skills solutions to help employers attract, develop and retain a sustainable skilled workforce. We collaborate with employers to support their workforce needs and sector-wide workforce mobility.

Visit our [website](#) to find out more

## Do you have recruitment requirements?

Energy & Utilities Jobs is **THE** jobs platform for the energy and utilities sector where you can find advertised roles within the power, gas, waste and water industries. Energy & Utilities Jobs is sponsored by 25 leading employers who are looking for ambitious people to secure the sector's future, they are committed to attracting, engaging and retaining the best talent for the sector. The platform also attracts candidates from hard to reach communities to enable a more diverse and inclusive workforce. If interested in finding out more or to advertise your roles

Visit [www.energyutilitiesjobs.co.uk](http://www.energyutilitiesjobs.co.uk) to find out more.