



Job Description

Job Title:	Workforce Planning Lead
Directorate/Team:	People & Culture Services
Location:	16 Summer Lane or other site/location
Responsible to:	Head of Talent, Reward and Workforce Planning
Responsible for:	Matrix leadership; Data and analytics, Talent Acquisition, Reward, AI and automation, Organisational Development & Change, Academy.
Key working relationships: (internal)	Executive Directors, Chief Officers, Heads of Service, Programme Management Office, People Business Partners, Finance SLT, OD & Change, Reward, Talent Acquisition, Inclusion, People Service Centre; External partners including Local Authorities, Government departments, workforce planning networks, labour market insight providers, Trade Unions and Staff Networks
Key working relationships: (external)	Other Combined Authorities, Local Authorities, Government Departments, workforce planning and organisational insight networks, labour market insight providers, advisory bodies and external professional networks.

Purpose of the post

To lead the development and embedding of strategic workforce planning across WMCA, enabling the organisation to anticipate and respond to future workforce capacity, capability and affordability requirements.

The role develops organisation-wide frameworks for workforce forecasting, scenario planning, skills and capability analysis, workforce risk assessment and establishment planning, aligning workforce evidence with organisational design, transformation and financial planning.

Acting as WMCA's senior specialist for strategic workforce planning, the postholder will translate organisational strategy, service demand and workforce intelligence into a three-to-five-year workforce strategy, clear plans and evidence-based recommendations. The role works with Talent Programmes, People Business Partners, Finance and specialist colleagues while remaining distinct from operational recruitment and directorate demand planning.

Accountabilities

- Establish workforce planning as a core leadership discipline across the organisation, developing the governance, capability and culture necessary for workforce decisions to be proactive, data-led and strategically aligned to WMCA's future ambitions.
- Drive the development of workforce intelligence, people analytics and organisational insight capabilities that provide evidence-based recommendations to inform workforce investment decisions, establishment management and organisational design.
- Contribute to the delivery of an effective and professionally respected People & Culture service through strategic workforce planning, organisational insight and workforce analytics activity.
- Lead strategic workforce insight, modelling, forecasting and scenario planning activities that directly inform organisational strategy, transformation and financial planning.

- Develop workforce analytics methodologies, workforce intelligence reporting and organisational insight approaches to support decision-making, organisational sustainability and transformation planning.
- Ensure workforce planning and workforce insight activities are embedded into organisational governance, planning cycles, transformation programmes and medium-term financial planning processes.
- Support the evolution of workforce planning and associated specialist services in line with future operating model developments and organisation

Responsibilities

Strategic

- Design and implement strategic workforce planning methodologies that support organisational sustainability, transformation and long-term capability planning.
- Influence organisational strategy through evidence-based workforce insight, modelling and workforce analytics.
- Lead workforce forecasting, succession planning and organisational capability modelling activities across the organisation.
- Represent workforce planning and workforce insight within directorate planning cycles, transformation programmes and corporate governance structures.
- Use workforce data, workforce analytics, organisational insight and strategic challenge to identify organisational risks, trends, workforce sustainability issues, financial opportunities and future capability or resource gaps for senior leaders and governance forums.
- Support future organisational capability development relating to workforce analytics, organisational insight and associated specialist functions.
- Work flexibly and with integrity to meet the needs of the WMCA and the People & Culture function.

People

- Build high-trust and influential relationships with senior leaders and People & Culture colleagues to support strategic workforce planning and organisational capability development.
- Provide strategic advice, challenge and coaching to senior leaders on workforce sustainability, organisational capability, workforce risks and future workforce requirements.
- Work collaboratively across People & Culture and associated specialist services to support the development of integrated workforce planning, organisational insight and workforce analytics approaches.
- Support the development of workforce planning and organisational insight capability across the organisation through collaboration, coaching and knowledge sharing.
- Contribute to future leadership and development of workforce planning and associated specialist functions as organisational structures evolve.

Operational

- Ensure workforce planning and workforce insight activities are embedded into service planning, organisational governance, transformation activity and medium-term financial planning.
- Develop and maintain strategic workforce dashboards, reports and organisational insight reporting to support evidence-based decision-making.
- Provide workforce affordability analysis and workforce investment insight in partnership with Finance colleagues.
- Assess workforce-related risks and opportunities arising from workforce trends, capability gaps, organisational redesign and transformation activity.
- Provide expert workforce planning, organisational insight and workforce analytics support to organisational design, transformation and governance activity.
- Provide strategic workforce analysis and evidence-based challenge to support organisational design decisions, structural reviews and transformation programmes.
- Promote continuous improvement, innovation and knowledge sharing within workforce planning and across P&C.
- Support inclusion, wellbeing, and continuous improvement across all people delivery.

- Build and sustain external networks to bring insight, benchmarking and best practice into WMCA's workforce planning approach.

Financial

- Monitor and analyse workforce planning expenditure, providing workforce affordability analysis and recommendations to support budget setting, workforce investment decisions and medium-term financial planning
- Advise on the workforce planning implications that arise from optimal organisation design through the OD Panel.
- Ensure workforce planning delivers Value for Money/cost effectiveness approaches and follows the appropriate governance processes for dealing with any financial activities/implications.
- Work closely with Finance peers to align workforce planning with financial strategy, and medium-term financial planning.
- Assess workforce-related financial risks and opportunities arising from capability gaps, workforce trends, organisational redesign and transformation activity.
- Ensure Value for Money and follow the appropriate governance processes for dealing with any financial activities.

Other

- Maintain an up-to-date understanding of developments in talent acquisition, workforce planning, labour market trends, employment legislation and recruitment best practice.
- Promote the ethical, responsible and inclusive use of recruitment technologies and AI-enabled tools in line with organisational policies and emerging best practice.
- Contribute to corporate projects, service improvements and transformation initiatives that support the development of the Talent Acquisition function and wider People & Culture objectives.
- Represent the WMCA in a professional manner.
- Undertake such tasks as may reasonably be expected commensurate with the scope and level of the role.

Person Specification

Candidates/post holders will be expected to demonstrate the following:	Essential / Desirable		How Evidenced?		
	E	D	A*	I*	T*
Experience					
Significant experience within a strategic workforce planning, HR, OD or organisational planning role within a complex organisation.	X		X	X	
Experience influencing senior leaders and shaping people responses to business challenges with an evidence based approach	X			X	
Experience coordinating cross-functional input from HR and wider specialisms (e.g. People Partnering, Reward, OD, Inclusion, Transformation)	X		X	X	
Experience developing strategic programmes to support identified talent gaps e.g. Early careers, relocation strategy, or returners to work e.g. Post maternity.	X		X	X	
Experience leading strategic workforce analytics, workforce insight or organisational planning activity	X		X	X	
Experience operating within complex stakeholder and politically sensitive environments.		X	X	X	
Evidence of supporting workforce planning in organisational change	X		X	X	
Skills / Knowledge	E	D	A*	I*	T*
Strong understanding of workforce planning strategy and approaches	X		X	X	
Advanced capability in workforce modelling, forecasting, and scenario planning, using people data and insight to inform decisions and drive improvement.	X		X	X	
Excellent interpersonal and stakeholder engagement skills.	X			X	
A flexible, consultative and solution-focused approach	X			X	

Excellent communication skills, with a high level of tact, discretion and diplomacy	X			X	
A proven track record of delivery in a high-pressure environment.	X			X	
Problem-solving and analytical capability	X			X	
Knowledge of workforce planning in public sector context		X	X		
Qualification / Education / Training	E	D	A*	I*	T*
Degree level qualification or equivalent professional experience in Human Resources, Talent Acquisition, Workforce Planning, Organisational Development, Business Management or a related field.	X		X		
CIPD Level 5 qualification or equivalent HR/recruitment certification	X		X		
Analytical/analysis qualification		X	X		
Evidence of continued professional development in a relevant field.	X		X	X	

***Key:** A = Application, I = Interview, T = Testing/Assessment

Core Expectations	
Health, Safety & Wellbeing	All employees have a duty to take reasonable care for the health, safety, and wellbeing of themselves and of other persons who may be affected by their acts or omissions at work; and co-operate with their employer so far as is necessary to enable it to successfully discharge its own responsibilities in relation to health, safety, and wellbeing.
Equality & Diversity	Promote and champion equality and diversity in all aspects of the role.
Learning & Development	Participate in and take responsibility of any learning and development required to carry out this role effectively.
Performance Management	Actively engage in the performance management process and take responsibility for managing performance outcomes.
GDPR	Ensure the reasonable and proportionate protection, processing, sharing, and storing of WMCA information in accordance with the relevant legislation, corporate policies, and in the best interests of the data subjects (Data Protection/GDPR), the WMCA, our partners, and the West Midlands, in all aspects of the role.
Adherence to Policies	Be aware of and comply with all organisation policies.
Matrix Working	Work in a matrix way when required by actively collaborating across traditional boundaries—such as directorates, functions, or geographic areas—to achieve shared goals. Depending on your role, you may contribute to multiple projects or workstreams, often working alongside different teams and leaders.
Business Continuity	All staff should actively participate in business continuity training and exercises when required, ensuring they understand and follow business continuity plans and procedures to maintain organisational resilience during disruptions.
Other	There may be a requirement to work outside normal office hours on occasion, including a requirement to work within stakeholder and partner offices within the WMCA constituent area on a regular basis.

Values	
Collaborative	We work as one organisation, building trust, connection and shared purpose across teams and partners to create the biggest impact for our region.
Inclusive	Every voice matters – we create belonging, fairness and psychological safety so everyone can thrive.
Innovative	We think future and act smarter – embracing curiosity, creativity and continuous improvement to shape the future.
Driven	Focused on impact – leading with clarity, care and courage to deliver meaningful results for the West Midlands.

Our culture is built on collective leadership, where everyone plays a part in shaping how we work and succeed together. Guided by our values, we create an environment where people feel valued, supported and able to contribute their best. Through behaviours grounded in clarity, care and courage, as set out in our Leadership Statement we are making the West Midlands Combined Authority the best place to work and belong.

Additional Post Requirements

Politically Restricted Post		Disclosure and Barring Service (DBS)				Vetting	
Yes ☐	No ☒	Basic ☐	Standard ☐	Enhanced ☐	None ☒	Yes ☐	No ☒

Job Evaluation Details

Date Evaluation Agreed	JEP Reference	Grade	Job Family
Position Reference			