

**Agile** - Future workforce models will be based on the principle that the workforce will work flexibly and across traditional professional, physical, psychological, organisational and geographical boundaries.

**Transformative** - Workforce planning will consider the impact and embrace opportunities for workforce transformation because of changes within digital, technological and medical advances.

**Intelligence Led** - Workforce planning will be underpinned by workforce research, information and analysis that will support intelligence-based decision making.

**Health & Wellbeing** - Workforce planning will focus on the health and wellbeing of the workforce, ensuring the psychological wellbeing of staff and that staff are only required to work within their level of competence.

**Equality, Diversity & Inclusion** - Equality and diversity will be factored into workforce planning to ensure that the workforce is reflective of the population and that workforce demographics are considered including ageing workforce, gender balance, flexible and part-time working and inclusivity.

**Welsh Language** - The requirements of Welsh language legislation will be considered as part of all workforce plans.

**Sustainable** - Workforce plans will be reviewed regularly and as service needs determine, to ensure that;

- plans are resilient and workforce availability is maintained and achievable
- the workforce continues to be deployed in the best way to meet patient/service users need and provide safe patient care to required quality standards
- wider workforce solutions continue to be considered to ensure that appropriately skilled and competent multi-disciplinary team members are enabled to undertake tasks rather than traditional roles
- development of the current workforce is continually being reviewed alongside plans for the training supply line
- longer term workforce models reflect the most appropriate models, innovations and workforce changes that will benefit patients/service users and the workforce itself
- plans support the whole workforce to adopt an enabling approach across all care settings and sectors.

**Clearly Defined** - The development of any workforce plan will be based on a clear need or driver for change and will be owned and overseen by a senior decision maker within the organisation or system; workforce plans will have a clear scope and assumptions will be clearly stated. This will ensure that the outcomes of the planning are robust, feasible, affordable and that they will be supported to be implemented.

**Consistent Approach** - The development of a workforce plan will be based on the Six Step Methodology adopted across NHS Wales, as the standard model and approach and there will be a clear line of sight to the vision and themes as set out within the Workforce Strategy for Health and Social Care.

**Integrated** - Workforce planning will be undertaken by Service Managers, in an integrated way via an equal partnership with specialist input from Service, Workforce and Finance. This will ensure that all the key aspects of an effective workforce solution are addressed.

**Co-produced** - Workforce planning will be underpinned by strong engagement and collaboration with key stakeholders to ensure that all plans are co-produced and that any actions are owned and agreed at the outset. Required workforce change will be undertaken in consultation and in partnership.

**Whole System** - Workforce planning will develop workforce solutions that deliver services required for patients and service users, across the whole system and whole pathway, from community care through to early detection, pre-admission, admission, discharge and rehabilitation. Safety, quality and affordability will be equal key cornerstones of workforce planning.

**Multi-Disciplinary Working** - Workforce models will be based on a multi-disciplinary team approach, that optimises competency-based and effective multi-skilled roles. Workforce models will recognise the transferability of skills and capabilities of different professions and enable the development of expanded and different roles required to meet patients and service users needs now and into the future. Clear leadership and supervision arrangements will be built into the workforce plan.

