

# Template for a Strategic Workforce Plan

## Name of your Plan

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Hints and tips have been included in a column on the right hand side of the template, this column can be deleted once you are happy with your plan

## 1. DEFINE YOUR PLAN

### Hints and Tips to complete this section

Consider the context, be clear on the **purpose** of your plan. How does it align to wider strategy and policy e.g. Workforce Strategy for Health and Social Care, A Healthier Wales/ Future Generations Act?

Describe what the issues/problems are that you are trying to solve through developing your plan. Clarify what is in **scope** and what is out of scope and identify who **owns** the plan as you build your case for change.

## 2. MAP THE SERVICE CHANGE

### Hints and Tips to complete this section

Include the current position in this section, what is the demand for services? What is the **service model/new models of care**? What is your service strategy/vision? Include a **service user pathway** analysis.

Include your current **baseline**, e.g. current performance and workforce profile (age, pay band plus any critical workforce issues, such as a single or small number of people competent in a specific area? Are there any benchmarks, regulatory guidelines on staffing numbers you can include?

What are your **drivers, constraints**/planning assumptions for your plan is it funding, is it capacity? Is it recruitment and retention is it digital?

### 3. DEFINE THE WORKFORCE REQUIRED

#### Hints and Tips to complete this section

In this section consider and describe which types of staff should best carry out particular **activities** in order to meet the service user needs. Does this lead to new roles **and/or new ways of working** or develop skills to create a more sustainable workforce?

Development of new skill sets and competences could see blurring of traditional professional boundaries, extension to practice can enable staff to focus on the highly skilled, complex elements of their job roles. How does this link to meeting population needs?

Who are your stakeholders and how have you engaged them in developing the plan?

Have you undertaken an **options appraisal**?

## 4. WORKFORCE SUPPLY

### Hints and Tips to complete this section

**Describe your existing workforce** including its existing skills and deployment, bring through any critical workforce points you identified from section 2. **Is there a shortage of staff in this area**, can the existing workforce be developed to gain new skills/competences? **What are your options?** What would that cost? how long would it take? Have you factored in education commissioning requirements via your service plan IMTP? Have you included leadership and succession planning?

**Important** - now you have looked at workforce availability/workforce supply, you may need to revisit the realism or achievability of your proposed new service model.

## 5. ACTION PLAN

### Hints and Tips to complete this section

Reflect back on the previous 3 steps **what are your gaps?** How can they be filled and what will this mean for staff and for the service. **Determine the most effective way** of ensuring the availability of staff to deliver services; **what are your priorities.** Do you need a training/development plan or a recruitment plan? How will your Leadership Team Support implementation.

Are there any barriers that cannot be overcome without external support e.g. HEIW? Does there need to be further service redesign outside of the scope of your plan?

Your plan needs to be developed with milestones and timescales. These need to be prioritised – what needs to happen first or for something else to happen? Realistically,

**how long will these changes take?** You should also include in your plan an assessment of anticipated problems and how you will build momentum for change, including stakeholder engagement and collaborative/ multi-disciplinary working.

6. IMPLEMENTATION, MONITORING AND REVIEW	Hints and Tips to complete this section
	<p>After the plan begins to be delivered, it will need periodic review. Include in your plan how it's going to be <b>monitored, reviewed and what will happen in the event something changes.</b></p> <p>How will success be <b>measured</b>? Do you have a benefits realisation plan, do you need to provide feedback to any particular stakeholders (e.g. for funded elements in your plan?)</p> <p>How are lessons learned, captured and cascaded to your organisation? Is this part of a wider service transformation/improvement/cost saving plan?</p>