

Strategic Workforce Planning Toolkit

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What is Strategic Workforce Planning?

Purpose:

This toolkit is provided for Managers and Team Leaders. It is designed to assist them identify and plan for the future HR capacity and capabilities needed to drive the effective delivery of their service area.

Expectations:

Each Group will determine the workforce capabilities and capacity required to support their Business Plan and this will be detailed within their Workforce Plans. Workforce Plans are considered within the 4 year Corporate Planning Cycle, known as the One Organisational Plan. These plans are reviewed and realigned on an annual basis as part of the Business and Financial planning cycle. Each workforce plan should be signed off by the relevant GLT. This process should be replicated at Business Unit Level.

The Corporate Workforce Strategy provides an overarching framework that sets out the direction and approach for making the most of our staff and their talents. The Corporate Workforce Strategy, flows from the business strategy and identifies the organisation's future workforce challenges and identifies 6 key themes: Productivity, Efficiency, Flexibility, Agility, Collaboration, and Leadership. Each Workforce Plan should reflect upon these themes, assessing their current and future capability and determining how they will be responded to.

What is Strategic Workforce Planning?

The vast majority of an organisation's success or improvement comes when the right people with the right skills are deployed in the right place. Strategic Workforce planning is about helping managers achieve that match.

In essence it is about analysing the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different or improved services.

Key Features of effective strategic workforce planning are:

- future focussed and based on a range of scenarios,
- integrated with the organisation's business strategy, its business and financial planning,
- supports the understanding of the need to link service outcomes and the workforce required to deliver them,
- develops an on-going understanding of the current workforce and how it could look in the future; and
- understands that it is dynamic and requires on-going review and update as requirements change.

Particularly during periods of change it is important to identify what people, knowledge, skills and behaviours we have, as well as what will be required and where.

Without this, even the most comprehensive finance and business plans will not deliver the changes being demanded of local government.

Strategic Workforce Planning in Context

Warwickshire is a successful authority that is working hard to improve the services we provide to our communities. Our Workforce 2014-18 sets out the direction for our approach to making the most of our staff and their talents. We need to ensure that we have a skilled and committed workforce which is focussed on our core priorities and outcomes.

The One Organisation Plan sets out the core purpose as:

“To develop and sustain a society that looks after its most vulnerable members, delivers appropriate, quality services at the right time and seeks opportunities for economic growth and innovation”

Our key priorities and outcomes are as follows:



Our communities and individuals are safe and protected from harm and are able to remain independent for longer.



Our economy is vibrant, residents have access to jobs, training and skills development.



The health and wellbeing of all in Warwickshire is protected.



Warwickshire's communities are supported by excellent communications and transport infrastructure.



Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.

The next four years and beyond will be challenging for Warwickshire. We will need to make tough decisions, reprioritise services, reconsider all service delivery models and ensure effectiveness. Our workforce is central to our success and is fundamental to developing an organisation that is fit for the future.

This Workforce Strategy outlines the future needs of our workforce now and in the future. From attracting and retaining the right people, providing the development they need to allow them to grow and progress, managing the talent and planning for the future the way in which we lead and manage our people is key to the successful delivery of quality services for Warwickshire people. Here we set out our aspirations for our workforce and how we will lead, support and develop the people within our business.

This Strategy sets the overarching principles which are then embedded in the detailed Workforce Plans developed at Group and Service Level.

Like all Local Authorities, Warwickshire County Council faces some significant challenges over the medium to long-term. Many of these demands are known but some are not fully understood and others will emerge as the future unfolds. Some of these are:

Challenges:

- Increasing demands of the population as identified in the Joint Strategic Needs Assessment including older people and younger adults with high needs
- The pressures on the local economy and the demographic picture
- Increasing health needs and the shift in public health responsibilities
- An uncertain economic outlook and resultant medium term financial plan
- The need for partnership working across all sectors and the growth of 'volunteering'
- A drive for localisation of service delivery and the impact of the Localism Act 2011
- The continuing migration to 'one front door' and the impact on front-line and back-office service delivery combined with the integration of health
- An uncertain commercial future with the increase in school conversions, and the demands of Academy support
- A reduction in resource availability and the need for a talented and focused workforce along with the challenges of recruitment in some key roles

We have described Our Workforce Strategy around 6 Key Themes



The Future Workforce

There is a clearly defined need for a smaller, modern, more flexible workforce which is agile and can respond to challenges and change with pace. Our aspiration is for an engaged and motivated workforce which is customer focused, business-like and able to develop innovative solutions and new relationships through which to deliver better services for the people of Warwickshire.

The continued financial uncertainty and increasing demands on services bring restrictions, dictating the need for a smaller, more focused organisation with reducing staff numbers, where cost-effective innovation is used to address challenges in service delivery and support.

This is a change which requires different thinking and different behaviours across the workforce in Warwickshire.

The reduction in staff numbers will be undertaken through a structured and planned approach, where clear localised workforce planning becomes integral to business planning, built on a foundation of effective performance management and considered succession planning and talent development. Our Workforce Planning Toolkit will be used to support services in doing so.

Our Workforce Strategy flows directly from our business strategy. This ensures that we maximise the return on the investment in the workforce and associated talent in driving forward decisions, monitoring performance and improving results. Our aspiration is for a diverse workforce, which is representative of the community we serve, inspired and motivated through clear leadership, with the ability to respond to change quickly and with confidence.

The Benefits of Strategic Workforce Planning

The aim of this document is to help managers shape and change the workforce to meet the challenges as we progress to 2020. In doing so it is important to take stock of where we are now, where we need to get to and set out the actions which will deliver the required development and transformation so that our people are flexible, future ready and equipped to deliver now and for the future as it unfolds.

Strategic workforce planning can help your services to:

- Consider of a wider range of service propositions,
- identify and prepare for future workforce needs,
- allow a more effective and efficient use of staff,
- facilitate an increase in the agility and flexibility of the workforce,
- work bottom up as well as top down,
- offer a “golden thread”,
- provide individuals with an opportunity for a clearer understanding of future development, requirements and opportunities; and
- Ensure that clients receive better planned and more efficient services.

As part of business planning you need to have a vision of what your services will look like in the short, medium and long term; which is built around customers’ requirements and the key issues affecting service delivery.

This vision needs to reflect how it will be provided and structured and therefore what staff will be required, where they will be deployed and what skills and knowledge they will need.

Once this is established then it needs to be compared to your current workforce. A link can then be made between where the workforce is now and where it needs to be. This will help identify surpluses or shortages and identify training and development requirements for future skills needs. Strategies and development plans can then be devised to meet these needs.

This work will also help inform the corporate workforce requirements, corporate development programmes and funding streams as well as shaping future HR policies and procedures.

To assist with this process an Assessment Tool has been developed for your use.

Strategic Workforce Planning – The 5 Stage Process

Workforce plans can be drawn up by using the 5 key stages outlined below.

Your HR Business Partner will work with you and your management teams providing the relevant expertise subject matter, support and guidance to ensure that your workforce plans are developed, strategically aligned and integrated with business/service, financial and corporate workforce strategies.

Stage 1 - Define the Scope of the Plan

This stage requires clarity to be given to the scope and context of the plan, the planning period to be used, roles and responsibilities, how to categorise the workforce and to determine any evidence that will be needed to support the planning process. The current corporate business plan, The One Organisational Plan, covers four years (2014-2018) and therefore it would be advisable that workforce plans cover this business planning period but are reviewed on an annual basis.

Key questions to be answered:

- At what level are plans to be produced?
- Which services are included?
- How do you want to think about your workforce? Which staff groups are you including?
- Who are your stakeholders?
- How will the plan be aligned to the business planning and financial planning process?
- Who is responsible for leading the production

Stage 2 - Assess Demand

This stage is about assessing the future workforce requirements and should consider any future changes that will impact upon the staffing within your service.

Key questions to be answered:

- What are the future products/services that will be provided by the organisation?
- What are the workforce implications/issues?
- What skills competences will be required?
- What new roles/working practices are needed?

Stage 3 – Assess Supply

This section poses key questions that should help determine the current workforce issues within your service/division and identifies problem areas or potential issues.

Key questions to be answered:

- What is the current workforce profile?
- What are the evident risks from the profile?
- What are the current skills and competencies?
- How will workforce patterns change without any intervention?

Stage 4 - Plan Actions

Strategic Workforce Action Planning Tool

Use this tool to capture the workforce planning and learning activities that emerge from the assessment process. As a minimum, each Group will be required to include in the Corporate Business Planning process, a narrative to explain the key changes to their service and what this will mean for the workforce over the business planning period. The actions that are to be taken to respond to these and an identification of the learning development needs to inform the corporate learning and development framework and learning levy should be expressed.

A template reporting framework is provided within this documentation for those Groups who require a more detailed plan. (page 19)

Key questions to be answered:

- What the future workforce priorities are based on your supply and demand analysis?
- What are the Services' learning and development needs?
- What are the specific actions required to deliver each priority?
- Who is responsible for delivering each action?
- Who else need to be involved?
- What are the time frames for delivery?

Stage 5 - Implement and Review

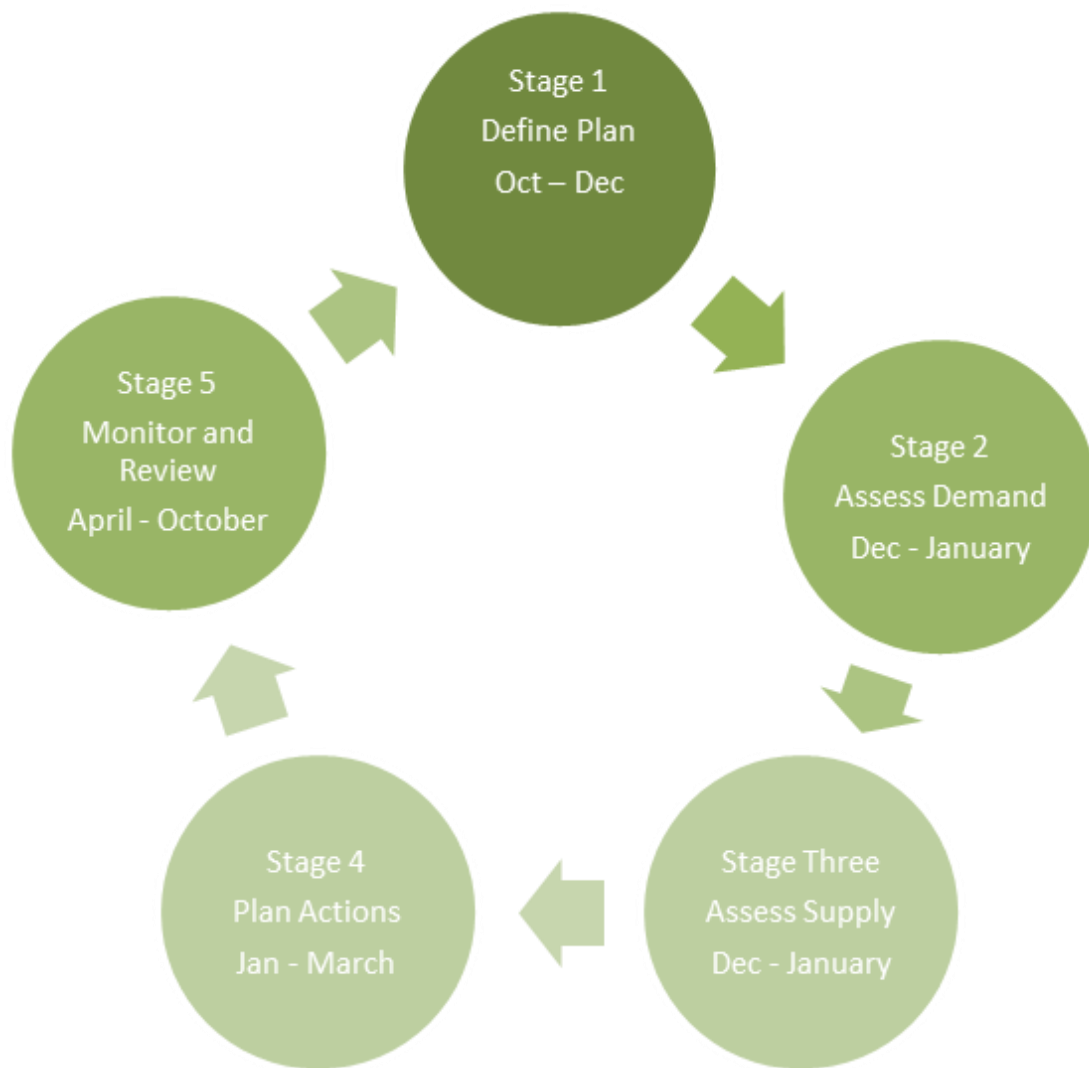
Monitor the impact and review action plans and revised as frequently as necessary.

When to Conduct Strategic Workforce Planning?**The Strategic Workforce Planning Cycle - Overview**

Strategic Workforce Planning should be aligned and integrated with other key planning activities (i.e. business and financial planning and Corporate Business Plan requires business units to detail what the changes to services will mean for the workforce over that planning period and the actions that are being taken to respond to these).

These key planning activities would normally start around October and be completed by early spring ready for the beginning of the financial year.

Strategic Workforce Planning is a dynamic process and it is imperative to ensure that within service areas appropriate mechanisms are in place to monitor the action plan and revise as frequently as necessary.



The Tool Kit

This toolkit comprises a number of different tools to assist with the different stages of workforce planning. It has been developed for Heads of Service and their management teams to help them identify priorities and key actions that their service will need to address to respond to future workforce issues.

The Toolkit includes:

- The Assessment Tool
- The Strategic Workforce Action Planning Template
- The Learning and Development Planning Template
- The Succession Planning Tool
- The Strategic Workforce Planning Cycle
- The Strategic Workforce Development Reporting Template

Advice, support and guidance in working through the toolkit and completing the workforce plan template will be available from your HR business partner team.

Other information which may be of assistance when completing this toolkit includes:

- workforce profile data – accessed via Apex self-service within HRMS or supplied by the HR business partnership,
- existing Learning & Development plans,
- budget information or savings plans for your Business Unit,
- your current Business plan including key delivery priorities; and
- demographic information/trends – supplied by the Warwickshire Observatory.
- Engagement reports/data
- Attendance records

The Assessment Tool

The assessment tool has been developed to assist service areas identify the supply and demand issues within their areas by using a series of questions which can be used to stimulate discussion and debate.

It should help respond to Step 2 and Step 3 of the 5 step process. Please feel free to add your own questions to make the analysis more relevant to your service areas. To assist in the prioritisation of action planning a simple 4-point score system has been developed, as follows;

Scale	Indicator
1	There are no current or expected issues and no action is needed within the next 3-5 years.
2	Issue is not problematic at the moment but needs to be monitored over the next 1-3 years as it has the potential to become a problem; e.g. Medium term financial pressures.
3	Issue could cause problems now or within the next 12 months and may have an adverse effect on service delivery e.g. Budget pressures, staffing issues, planned retirements.
4	Issues that need addressing immediately; e.g. unexpected budget issues, loss of skills/knowledge through unexpected staffing issues.

Where an issue scores either a 3 or 4, this will indicate that action needs to be taken. Please record these issues on the action planning template in section 2.

Please provide a copy of your analysis to the HR business partner team so we can discuss how you can be supported to identify solutions to these high and medium priority issues.

The Strategic Workforce Action Planning Template

This tool collates the priorities determined by the Assessment Tool and considers what actions will be required to address the issue with anticipated outcomes.

The Learning & Development Planning Template

This tool asks Business Units to determine the learning and development needs required during the planning period. The generic needs are those that you would wish to be provided corporately. The information provided here will help inform the corporate learning and development offer.

The sector specific training skills are those that are relevant to specific sectors within your group and would normally be provided for from local training budgets.

The Succession Planning Tool – The 9 Box Grid

Use this tool to help you identify employees that you may see as having high potential, or instead with individuals where there are performance issues that need addressing.

(This matrix should not be used in isolation, it is a tool to assist with planning, and these themes can also be addressed by successfully performance managing your staff via annual appraisals, one to ones and team meetings).

The Strategic Workforce Planning Cycle Tool

A timetable that summarise the key actions that need to be taken so that workforce planning under pins the business planning process.

A Strategic Workforce Development Plan - A Framework Reporting Document

Suggested format for your formal Workforce Development Plan to be agreed with your management team and monitored and reviewed.

The Assessment Tool

Stage 2 - Assess Demand - What are your future workforce requirements?			
Questions to be considered:	SOURCES OF EVIDENCE	SCORE 1,2, 3, 4	REASONS FOR SCORE
<p>What future changes will impact upon your workforce requirements?</p> <ul style="list-style-type: none"> • What budget changes are you anticipating and how will this impact on your staffing requirements? • More? Less? New Roles? • What new roles need to be developed to meet changing needs? • What changes in customer expectations? What skills and competencies are required as a result of this? • Based on organisational objectives and priorities will there be a need to re-structure your service/teams? • Is your service best organised to deliver your key responsibilities? • How are leadership capabilities affected by future service requirements? • What are the implications of partnership for your service? What working practices will be required to support this? • Will you have more or less customer demand? • What future products/services will be provided by your organisation and what are the workforce implications? More staff? Less Staff? New roles? • What future skills and competences are required? • What impact will the Council's drive to be a more commercial, business like and cost aware, have upon your 	<p>Medium and Long Term Financial Savings Plan</p> <p>Grant allocations</p> <p>Financial Bids</p> <p>Business Plan</p> <p>OOP</p> <p>Traded Services projections.</p> <p>Strategic Delivery Model</p>		

<p>service?</p> <ul style="list-style-type: none"> • What action do you need to take to respond to the Council's drive for continuous improvement? • What action do you need to take to respond to the MFW Agenda? • How agile are your workforce to meet changing needs? • What talent do you need to grow and develop? 			
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Stage 3 - Assess Supply and the Current Workforce.			
Questions to be considered	Suggested Source of Evidence	SCORE 1,2, 3, 4	REASONS FOR SCORE
<p>PROFILE What actions are required to address the current workforce profile of your service?</p> <ul style="list-style-type: none"> • What does the current workforce profile look like? • What is the age profile? • What is the gender profile within management posts? • How reflective is your workforce of the community it serves? • What are the evident risks from the profile? i.e. ageing workforce, long tenure etc.? • How many apprenticeships do you have in your service? • What roles within your service would be appropriate for an apprenticeship programme? • What opportunities are there for internships or work experience programmes? • How will workforce patterns change without any new interventions? • What opportunities are there for flexible working/flexible posts? 	<p>Workforce profile data to be provided by HR</p>		

<p>Succession and Talent Management:</p> <ul style="list-style-type: none"> • How effectively are you managing the succession of posts and the management of talent? • What roles does your service require now and in the future? How do you source and select them? • Consider which roles are critical to your service? • Are they operationally critical or strategically critical? • Are they unique? • Is there reliance upon Expert Workers, Operational or Ad Hoc workers? • Are these posts difficult to fill? • Have you identified the talent/successors within your service that have the potential to fulfil these roles? What development needs do they require? • Is there a need to make your workforce more flexible? E.g. multi-skilling or different models of service delivery? • What service areas / roles are difficult to attract good quality employees • For example: consider how many unfilled vacancies you have or are you happy with the quality of your applicants’? • Do recruitment difficulties create issues for the provision of essential services e.g. cost of overtime, employing agency staff? Are these costs being monitored? • What problems do you have with retaining the right employees? Why do people leave your service area? Are specific skills being lost? <p>Employee Engagement:</p> <ul style="list-style-type: none"> • What are the key issues to be addressed from the Staff Survey and/or Pulse Surveys in your action plans? • What is the employee engagement score for your business unit and how could you increase engagement 	<p>Business Strategy Identified Business Capabilities Business Plan Service Objectives</p> <p>Recruitment data. Vacancy monitoring Procurement can provide figures for agency staff. TOIL or Flex records. Turnover figures Exit Interviews if undertaken</p> <p>Staff survey / Pulse survey results Compliment and complaints register.</p> <p>Absence levels – short term Retention rates</p>		
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<p>in your service/team?</p> <ul style="list-style-type: none"> • What actions do you take to encourage your team get involved in planning and decision making around future service provision? • How is success and achievement recognised and celebrated within your Service? 			
<p>Learning and Development Needs:</p> <ul style="list-style-type: none"> • What are the learning and development needs to deliver your services strategy? • What are the current skills, competencies and strengths of the workforce? • What are the key development needs for the different staff groups in your service? • What is the need for skills that are defined as priorities within the Corporate Workforce Plan? <ul style="list-style-type: none"> ➤ Productivity ➤ Flexibility ➤ Agility ➤ Collaboration ➤ Efficiency ➤ Leadership • What are the skill and development needs arising from the need for increased flexibility and mobility? • What changes are there to your group/teams Learning and Development priorities? • What are the skills gaps within your group/team? • How is personal development and growth being managed? • What career paths exist for staff? • How well do your management team work together? How well do your staff work together as a team? What difference would team development make to their 	<p>Appraisal completion records form HRMS Staff survey results Appraisal records 121's Training records</p>		

<p>productivity and engagement?</p> <ul style="list-style-type: none"> • How are the training needs of staff not included in the Learning & Development Levy being met? 			
<p>Productivity & Efficiency:</p> <ul style="list-style-type: none"> • What practice exists for the performance management of staff? • How would you rate the current performance of your team? • What are the performance gaps/issues within your team(s) and what impact is this having on service delivery? • What action needs to be taken to improve your performance rating? • What is the level of appraisal completion rate within your service/team? What action will be taken to address this? • What is the process for monitoring quality of objective setting and practice etc.? • What action needs to be taken to ensure managers are appropriately skilled to manage performance issues? • Which service areas/teams having issues with sickness absence? • What is your do your sickness absence level and how does it compare with the Group Target? What is the cost of sickness? • What is the biggest cause of absence in your service/team and how is it being addressed? • What is the impact of the risks from change and transformation to mental health? How is this being responded to? • Which Managers in your service have undertaken skills training for sickness absence management? 	<p>Staff survey results. Compliments and complaints. Service performance records. Customer surveys, Appraisal records.</p> <p>APEX – the HRMS Self Service application will provide Managers with information regarding sickness levels. Further data can be provided by the HRBP</p>		

<ul style="list-style-type: none"> • How does your team(s) cope with unexpected absences of key/critical staff covering critical roles? Leadership: • What Leadership capacity exists? • What Leadership and Management training/opportunities are currently assessed by staff and does this address needs? What does good leadership look like in your service? • Do managers in your service have appropriate leadership and management skills? • What development areas have been identified by using the Working for Warwickshire framework? • How will these needs be met? On-the-job activities, short courses, e-learning or longer development programmes? • What are the management skill requirements arising from multi-agency working? • How is the scope of management responsibility being addressed with leaner management structure? • How would mentoring, coaching, shadowing and project working enhance leadership development? • Would you have a ready supply of staff that would be willing and able to take on management positions within your service? • How robust are succession plans? 			
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Stage Four - Plan Actions

Strategic Workforce Action Planning Template

Priority/Identified Needs What are the future workforce priorities based upon your supply and demand analysis?	Which of the Corporate Workforce Strategy Themes does this address? Leadership, Collaboration, Productivity, Efficiency, Agility, Flexibility.	Actions What specific actions that are needed to deliver each priority?	Anticipated Outcomes	Lead Officer Who is responsible for delivery?	Support What support do we need? Who else needs to be involved?	Timescale What are the timeframes for delivery?

Business Unit:

Generic Learning and Developments needs for your Business Unit to be provided from the Corporate Levy.

L & D Required	Corporate Workforce Theme (Leadership, Collaboration, Productivity, Agility, Flexibility, Efficiency)	Target Group	Estimated nos. (if known)	Method - How will it be addressed?	Timeframe	Supporting information

Sector specific Learning and Developments needs for your Business Unit.

L & D identified	Corporate Workforce Theme (Leadership, Collaboration, Productivity, Agility, Flexibility, Efficiency)	Target Group	Estimated nos. (if known)	Method - How will it be addressed?	Timeframe	Supporting information

Talent Management & Succession Planning Tool

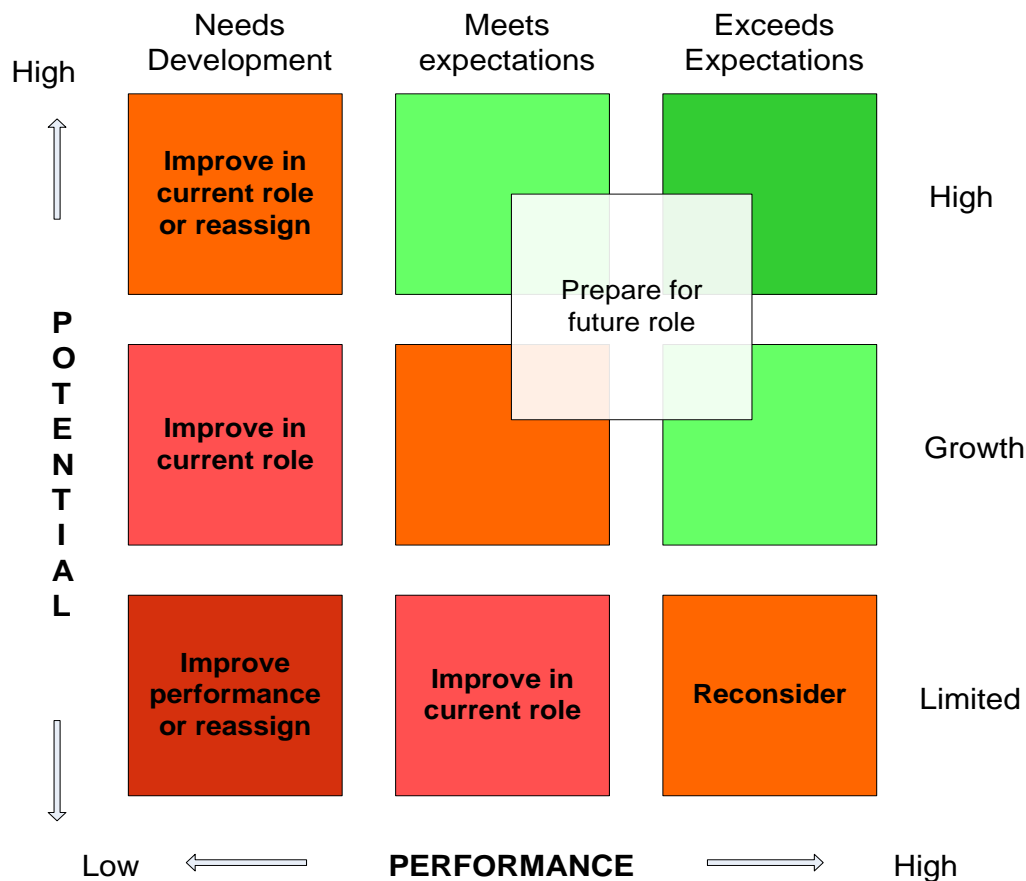
One of the greatest risks is not having the right people to do the jobs that need doing or having people in business critical posts that are underperforming.

This matrix can be used to evaluate an organisations 'talent pool' by helping to identify staff with potential, development needs, or alternatively where you may have performance issues which need addressing.

The areas highlighted in red are the area of greatest risk and where managers need to focus on improvement. The green areas show your high performers who could be developed for future roles.

How to use it?

1. Consider the current performance and potential of your team and individuals within it.
2. Plot the names or initials of your direct reports one at a time within the relevant box based on the outcomes of point 1.
3. On the reverse of the diagram write an explanation of your rationale for the assessment, you may want to include the retention risk for that member of staff.
4. Once this exercise has been undertaken you can use it to monitor progress against development plans.
5. Consider actions



Strategic Workforce Planning Cycle

Outlined below is the annual workforce planning cycle. This details the different stages of the process and timeframes for the key activities to be undertaken.

	Stage	Key Activities	Key Outputs	Annual Timeframe
1	Define Plan (Stage 1)	<p>Determine at what level/s the workforce plan will operate.</p> <p>Determine services to be included</p> <p>Determine planning period</p> <p>Determine workforce categories, i.e. job families or other.</p> <p>Gather data regarding business priorities/service priorities, financial drivers etc.</p> <p>Determine roles</p> <p>Gather local knowledge and key workforce data to inform discussion. i.e. age, gender, ethnicity, turnover, sickness absence etc. including training data/plans</p>	<p>Scope and context for plan.</p> <p>Planning period determined</p> <p>Current workforce data and evidence to inform planning.</p> <p>Roles and responsibilities for completion of plan.</p>	October
2	Assess Demand & Assess Supply (Stage 2 & Stage 3)	<p>Management Teams meet to consider:</p> <ul style="list-style-type: none"> • The current workforce action plan: key drivers • The Assessment Tool • A PESTLE analysis • The current workforce profile • Skills and competencies 	<p>A detailed understanding exists of future drivers and impact upon workforce.</p> <p>Risks of the current workforce profile is understood</p> <p>Skills, competence needs and current supply is understood.</p> <p>Succession issues are identified</p> <p>Gaps are identified.</p>	December

3	Plan Actions (Stage 4)	<p>Management Teams assess the priority issues and document actions to be taken.</p> <p>Actions incorporated into Corporate Business Plan.</p>	<p>Action plan developed and responsibilities assigned</p> <p>Performance measures are identified</p> <p>Arrangements for monitoring and review and determined.</p> <p>L&D priorities identified and considered against provision from Corporate Training Development Programme (Levy funding)</p>	January
4	Implement and Review	<p>Monitor the impacts on service outcomes</p> <p>Measure benefits</p> <p>Review action plan and revise as necessary</p>	<p>Detailed strategies are documented and in place to meet actions/ priorities identified.</p> <p>Evaluation and monitoring arrangements are undertaken</p> <p>Strategies are detailed /incorporated within the Business Plan.</p> <p>Final plans confirmed with HRBP teams to assess what corporate support is required for Learning, Development and other strategies.</p> <p>Corporate support is planned to meet generic needs that arise from Workforce Planning.</p>	April

Strategic Workforce Plan

Group Level Standard Reporting Framework.

1.0 Introduction

1.1 A view from the group director

Please insert commentary from your Strategic Director on the current position of the workforce and their future vision for the organisation and workforce.

1.2 Purpose & scope

Please add a brief explanation of what this document is trying to achieve including the focus of the plan and what elements of the workforce the plan will cover.

2.0 Strategic context

Provide a brief description of how the business you are responsible for is going to travel from the present day to 20XX.

2.1 Our vision for the future workforce

Add a brief overview of the vision for your xxxxxx a specific focus on the vision for your workforce as a consequence

2.2 National, corporate & local Priorities

Add any relevant information gathered from Stage 2 of the process where demand was assessed. Include a national, corporate or group drivers/priorities which may impact on the workforce.

3.0 Current workforce issues

Describe your key current workforce Issues against the Corporate Themes:

Leadership

Productivity

Collaboration

Effectiveness

Agility

Flexibility

4.0 Future workforce priorities

Describe the key emerging themes and the impact this may have on your workforce for the short, medium and long term, also in terms of numbers and skills against the Corporate Priorities:

- *Leadership*

- *Productivity*
- *Collaboration*
- *Effectiveness*
- *Agility*
- *Flexibility*

5.0. Strategic workforce development action plan

Detail the actions that are to be taken to meet the current and future workforce needs and address the gaps.

6.0 Monitoring & updating of the plan

Provide a brief explanation as to who will be responsible for the plan's development, review and implementation.

7.0 Appendices

E.g. Structure charts

L&D Plan

Workforce data summaries (Provide brief explanations of what the charts show, highlighting areas of particular concern or interest. E.g. – Employee numbers, Gender analysis, Age analysis, Ethnicity analysis, Staff turnover rates