

Strategic Workforce Planning Cycle

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

Stage	Key Activities	Key Outputs	Annual Timeframe
Define Plan (Step 1)	<ul style="list-style-type: none"> • Determine at what level/s the workforce plan will operate • Determine services to be included • Determine planning period • Determine workforce categories • Gather data regarding business priorities/service priorities, financial drivers etc. • Determine roles • Gather local knowledge and key workforce data to inform discussion. i.e. age, gender, ethnicity, turnover, sickness absence, ER etc. including training data/plans 	<ul style="list-style-type: none"> • Scope and context for plan. • Planning period determined • Current workforce data and evidence to inform planning. • Roles and responsibilities for completion of plan. 	April - May

Assess Demand and Assess Supply (Step 2 and Step 3)	<p>Management team 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 	<ul style="list-style-type: none"> • A detailed understanding exists of future drivers and impact upon workforce. • Risks of the current workforce profile is understood • Skills, competence needs, and current supply is understood. • Succession issues are identified 	<p>May - Sept</p>
--	---	---	-------------------

Plan Actions (Step 4)	<ul style="list-style-type: none"> • Management Teams assess the priority issues and document actions to be taken. • Actions incorporated into Business Plan and strategic workforce plan 	<ul style="list-style-type: none"> • Gaps are identified • Action plan developed and responsibilities assigned • Performance measures are identified • Arrangements for monitoring and review are determined • LandD priorities identified and considered against provision from Corporate Learning and Development Programme 	<p>October - December</p>
------------------------------	---	--	---------------------------

<p>Implement and Review</p>	<ul style="list-style-type: none"> • Begin to plan implementation. • Upon implementation monitor the impacts on service outcomes • Measure benefits • Review action plan and revise as necessary 	<ul style="list-style-type: none"> • Detailed strategies are documented and in place to meet actions/ priorities identified. • Evaluation and monitoring arrangements are undertaken • Strategies are detailed / incorporated within the Business Plan. • Final plans confirmed with People Management business partners to assess what corporate support is required for learning, development and other strategies. • Corporate support is planned to meet generic needs that arise from Workforce Planning. 	<p>January - April</p>
------------------------------------	--	---	----------------------------