WORKFORCE PLAN

Establishment Name:	
Address:	
E-mail Address:	
Description of the Service:	
NMDS-sc ID:	
Person completing report:	
Position within Organisation:	
Date Completed:	

Introduction

A Plan To Get The Best From Your People...

Your workforce is a valuable resource and accounts for approximately 80% of your costs. To benefit your business, your company must invest in your staff to get the best out of them. Formulating a Workforce Plan is an effective way to ensure this investment is a success and ensure that you have the right numbers of people, with the right skills, in the right place at the right time.

Workforce planning tries to predict the future demand for different types of staff and then identify what needs to be done to encourage the supply to meet this demand. By looking at the current workforce against future needs, understanding the impact of the external environment on your services and what changes in staff roles and skills will be required, you will have the capacity and capability to deliver fit for purpose services in the future. The comparison between the present and the desired future workforce will highlight shortages, surpluses and competency gaps. How these gaps will be met will become the focus of a detailed workforce plan with specific actions for achievement.

Failing To Plan Is Planning To Fail...

Effective workforce planning is an important tool to support employers to maximise resources and build workforce capacity in a structured way.

Workforce planning can help with:

- Planning future services
- Predicting future staffing needs to meet future demands
- Understanding vacancy and turnover rates: and the financial impact of this on the organisation
- Understanding the profile of staff within the organisation in terms of age, gender, ethnicity and disability to ensure that your employees are representative of the community they serve
- Identifying training and development needs, which can help you plan your training requirements and also to calculate the cost of staff training for the next financial year
- Ensuring your staff have the skills and qualifications to meet future service needs and to deliver a high quality service
- Fulfilling contractual obligations with the local authority
- Completing LCC's Quality Assurance Framework (QAF) and CQC's Annual Quality Assurance Assessment (AQAA)

Your business plan will state the aims and goals of the organisation. Your workforce plan should be linked to the business plan and feed into it, to help the organisation achieve its aims and objectives. **The workforce plan is intended to be a document which changes over time, so its ideal lifespan should be 12 months.**

Skills For Care -'here to help you improve your workforce' ...

In 2007 Skills for Care in the East Midlands developed a three tiered approach to workforce planning (see www.skillsforcare.org.uk/eastmidlands and click on 'workforce strategy' then 'workforce development strategy'). This guidance has supported Lincolnshire County Council in developing the '**Joint Strategy and Plan for Leadership, Culture Change and Workforce Development in Lincolnshire 2009-11'.** This overarching Plan aims to ensure Lincolnshire has the workforce to deliver the Transformation of Adult Social Care right across the Sector. Individual Private and Voluntary Sector Providers also need to work force plan to ensure their businesses can adapt accordingly. Skills For Care have also developed a reference guide (aimed at smaller organisations) for workforce planning called "Ten Top Tips" (see www.skillsforcare.org.uk). This guide can assist you with the workforce planning process. This document and templates within it are intended to further assist you to develop a Workforce Plan.

Getting Started...

As part of your pre-planning you will need to consider how you will involve staff in the development of the workforce plan, and how you will involve and consult with people who use services and their carers. Communication and consultation are key parts of the workforce planning process. Once you have established the scope of the plan, who is going to be involved in preparing the plan and what the timescales are for the plan, the first step is data collection.

You can **collect the workforce data for completion of the templates in this document from the National Minimum Data Set For Social Care (NMDS-sc) system.** Log in to your NMDS-SC account or register if you have not already done so at www.nmds-sc-online.org.uk. * Once you have logged onto the NMDS-sc, you should refer to the reports section and the information is in the 'my establishment report, 'my nmds-sc aqaa workforce report' and 'my establishment information'.

In this document (under the template for recording details about the workforce) there are some suggested questions you should consider in respect of the data. This is then followed by a box entitled 'Action Plan Notes' which you use to identify actions for your workforce plan (at pages 16 and17).

You will also need to gather information on your current service users and the 'local picture'. (e.g. Lincolnshire's ageing population, the increase in migrant workers, the sector's qualification levels). Local population information can be found in the Local Labour Market Assessment (LLMA).

- **A summary of the LLMA, is attached as an Appendix to this template. Further useful information on Lincolnshire's Adult Social Care Workforce** (derived from NMDS-sc analysis) and Lincolnshire County Council's 'Putting People First' Commissioning priorities, can be found within the '**Joint Strategy and Plan for Leadership, Culture Change and Workforce Development in Lincolnshire 2009.** www.lincolnshire.gov.uk/transformation

WORKFORCE PROFILE

Job Role	Number of staff	Number required to meet Service User Outcomes (CQC Quality & Safety Regulations 20, 21)	Leavers in last 12 months
Senior Management			
Middle Management			
First Line Manager			
Registered Manager			
Supervisor			
Social Worker			
Senior Care Worker			
Care Worker			
Community Support and Outreach Work			
Occupational Therapist			
Registered Nurse			
Allied Health Professional (not Occupational Therapist)			
Other job roles directly involved in providing care			
Managers and staff care-related but not care-providing			
Administrative/office staff not care-providing			
Ancillary staff not care-providing			
Other job roles not directly involved in providing care			

Total Workforce		Total Leavers	

Turnover rate = $\underline{\text{Total Leavers in last 12 months}}$ x   100% =
                        Total Workforce

- Do you have enough staff in all the different relevant job roles to provide the required level of care and support to people using your service?
- Do you have a high turnover of staff? Is this impacting on the service you provide – in terms of continuity of care for service users, costs of recruiting and training new staff?
- Of those who have left, have they recently been recruited?
- Why are people leaving?
- What is being done to reduce turnover?
- Where are staff going when they leave the organisation?

Action plan notes: (eg how can you reduce turnover?)

Gender

Gender	Numbers
Male	
Female	

- Do you have a high proportion of males or females in the company?
- Does the male/female split of staff reflect the profile of service users?
- Does the gender profile meet the needs of the service?

Action plan notes: (eg what can you do to attract more males/females to apply for posts?)

Ethnicity

Ethnicity	Numbers
White - British	
Other White	
Asian or Asian British - Indian	
Asian or Asian British - Pakistani	
Asian or Asian British - Bangladeshi	
Other Asian background	
Black or Black British - Caribbean	
Black or Black British - African	
Other Black background	
Mixed - White and Black Caribbean	
Mixed – White and Black African	
Mixed – White and Asian	
Other Mixed background	
Chinese	
Other ethnic group	
Unknown ethnic group	

- Do you have missing data on ethnicity?
- Does the ethnicity profile of your workforce reflect the ethnicity profile of your service users?

Action plan notes: (eg do you need to consider whether you need to take measures to attract applications and interest from ethnic minority applicants?)

Age

Age	Numbers
Under 18	
18-24	
25-34	
35-44	
45-54	
55-59	
60+	
Not known	

- Do you have a high proportion of staff approaching the age where they might consider retirement?
- Do you have a low proportion of staff from younger age groups?
- Is the age profile of your workforce appropriate to meet the needs of your service users?

Action plan notes: (eg if you have high proportion of staff approaching retirement consider assessing the skills and knowledge that may be lost with these staff and look at how to develop these skills in others or assess what skills you will need to recruit in)

Disability status

Disability status	Numbers
Has disability	
No disability	
Not recorded	

- Do you have existing disabled staff?
- How do you support staff who have a disability?
- Do you have a low level of staff self-reporting as disabled?
- Do you have a lesser proportion of disabled staff than that for the population of Lincolnshire? (7% of the working age population of Lincolnshire have a disability)

Action plan notes: (eg consider how you can encourage applications from people with a disability)

Employment status

Employment status	Numbers
Full-time	
Part-time	

- Consider the split between full and part time staff. For example, if you employ a large proportion of part time staff, could this preclude more men from applying or, if you employ mainly full time staff, could this preclude more women from applying?
- Consider whether you need to review flexible working arrangements?

Action plan notes:

Contract type

Contract type	Numbers
Permanent	
Temporary	
Bank or Pool	
Agency	

- Do you have high proportions of staff working on temporary contracts?
- Do you have a high proportion of bank or pool staff?
- Do you anticipate changes to working patterns/change to job roles in the near future?
- Will your current working practices (contract types and hours of work) enable you to meet your objectives?

Please note that:

- All employees gain full employment rights after their first year of employment whether they are on a permanent or temporary contract and

- Where temporary contracts are renewed beyond a four year period the employee will automatically gain permanent contract status under the Fixed Term Regulations.

Action plan notes: (eg if you have a high proportion of staff on temporary contracts, consider whether you need to review the status and the frequency of the renewal)

Sickness levels

When looking at workforce data you may also wish to consider sickness levels within the organisation. This information is not held on the NMDS-sc so you would need to look at your own management records.

- Do you have high levels of sickness absence?
- Does this need to be investigated in terms of reasons for absence?
- Is there a pattern in regards to individual's sickness that requires some action taken? Eg An employee regularly taking Mondays or Fridays off sick.

Action plan notes:

Qualifications and National Occupational Standards

In 2010, the National Qualification Framework will be replaced by the Qualification and Credit Framework (QCF). QCF will introduce a new, more flexible approach to Social Care qualifications to meet the skills and knowledge needs of the workforce. Employers and learners will be able to use a simpler 'mix and match' approach to gaining credits leading to Award, Certificate and Diploma Qualifications. It is envisaged that the current NVQ Level 2 will be replaced by a QCF Level 2 Diploma and the current NVQ Level 3 will be replaced by a QCF Level 3 Diploma. (Existing NVQ qualifications will still be recognised). Further information can be found at www.skillsforcare.org.uk/qcf

Within the Care Quality Commission's new regulatory framework, Regulated Services are being encouraged to adopt a more strategic approach to the training and development of social care staff. Meeting national occupational standards and competencies is clearly linked to the quality of care your organisation provides. Workforce Planning and development activity is particularly highlighted within the CQC Regulations and Outcomes below :

Reg. 20	In order to safeguard the health, safety and welfare of service users, **the registered person must take appropriate steps to ensure that, at all times, there are sufficient numbers of suitably qualified, skilled and experienced persons employed** for the purposes of carrying on the regulated activity.

Outcome 11	In relation to having enough staff who are well managed, Providers are expected to demonstrate:
	• That there are sufficient numbers of staff with the right competencies, qualifications, skill and experience to meet the needs of people using the service for care, treatment and support at all times and providing consistency of care

Reg. 21	**The registered person must have suitable arrangements in place…to ensure that persons employed….are appropriately supported in relation to their responsibilities,** to enable them to deliver care and treatment to service users safely and to an appropriate standard, **including by** (a) **receiving appropriate training, professional development ,** supervision and appraisal and (b) **being enabled to-** (i) **from time to time, obtain further qualifications** appropriate to the work they perform, (ii) where relevant, meet the requirements of their professional regulatory body.

Outcome 11	In relation to qualifications, knowledge, skills and experience, Providers are expected to demonstrate:
	• The learning and development needs of staff are identified based on the needs of people who use services and how the Health and Social Care Act 2008 (Regulation Requirements) will be fully delivered within the service.
	• There is a learning and development plan in place based on the needs identified and how those needs will be met. This takes account of recognised standards in the sector and includes the frequency of updates required

Staff training

You need to look at the training and development that staff have undertaken. The following tables show relevant training for the different groups of staff (linked to the Department Of Health's 7 Adult Social Care Outcomes). You need to enter how many staff have completed the training. You will then have the information for your action plan on how you will ensure that those still needing the training will receive it. The following **Training Needs Analysis (Pages 11-13) can be submitted to the Workforce Planning and Development Team who will coordinate training and provide LCC funded opportunities for the independent sector.**

TRAINING NEEDS ANALYSIS (2010–11)

Organisation: ………………………………….
Address:
Email:

Care Staff

	Current no. of staff trained	No. of staff requiring training
Induction		
Common Induction Standards Training		
Learning Disability Induction Award L2		
Learning Disability Induction Award L3		
Physical Disability Induction (available late 2010)		
Skills for Life		
Literacy		
Numeracy		
ESOL		
Qualifications		
Health & Social Care (Adult) NVQ 2		
Health & Social Care (Adult) NVQ 3		
Health & Social Care (Adult) NVQ 4		
Outcome 1: Health & Wellbeing		
Health and Safety		
Risk Assessment		
Basic Food Hygiene		
Medication		
Infection Control		
First Aid		
Moving & Handling		
Falls Prevention		
End Of Life Care		
Oral Health & Nutrition		
Continence Management		
Tissue Viability / Pressure Area Care		
Dealing with Challenging Behaviour		
Sensory Impairment		
Outcome 2: Quality Of Life		
Dementia Care		
Autism Awareness		
Working with Carers		
Telecare		

Outcome 3: Making A Positive Contribution		
Meaningful Activity		
Outcome 4: Increased Choice and Control		
Person - Centred Care Planning		
Advocacy		
Outcome 5: Freedom From Discrimination / Harassment		
Equality & Diversity		
Outcome 6: Economic Well- Being		
Financial standards / protection		
Personal Budgets		
Outcome 7: Maintaining Personal Dignity and Respect		
Safeguarding		
Mental Capacity Act (DoLS)		
Dignity In Care		

Management & Supervisory Staff

Induction	Current no. of staff trained	No of staff requiring training
Managers Induction Standards		
Managers Mentor Induction Standards		
Managing Care		
First Aid – Appointed Persons		
Moving & Handling Risk Assessment		
Skills for Life Assessor / Trainer		
Managing Health & Safety Risk Assessment		
Health & Safety Risk Assessment		
Managing Safeguarding		
Medication Management		
Mental Capacity Act Assessment		
Person-Centred Assessment & Care Planning		
Oral Health and Nutrition - Champion		
Dementia Care - Champion		
Dignity In Care - Champion		
Infection Control – Link Practitioner		
Management of Challenging Behaviour		

Managing People		
Recruitment & Selection		
Supervisions & Appraisal		
Managing Performance (Disciplinary / Grievance)		
Workplace Wellness Champion		
'Supporting Managers' (L 4 Programme)		
'Supporting Seniors' (L 3 Programme)		
Managing Business		
Workforce Planning		
Business and Financial Planning		
Managing Change		
Quality Assurance		
Qualifications		
Leadership and Management In Care Award		
NVQ Level 4 Management		
(CMS) Certificate /(DMS) Diploma Management Studies		
ILM Certificate Level 3 (Supervisory Management)		
ILM Coaching & Mentoring Skills		
ILM Presentation Skills		
Assessors Award (A1)		
Assessors Award (D32) *(old award)*		
Verifiers Award (V1)		
City & Guilds Train the Trainer		

Administrative, Ancillary & Other Job Roles

	Current no. of staff trained	No. of staff requiring training
Induction (For Staff Not Directly Involved In Care)		
Health & Safety Risk Assessment		

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Assessment of the Current Position

You will now need to identify what types of service provision will be required in the future and whether any changes in approach to service provision will be required. You will need to look at national and local policies on social care. You may also wish to consider other factors such as funding opportunities, commissioning patterns, career choices, the economy, the labour market and other legislation such as health and safety. Please note below any points which need to feed into the action plan once you have assessed current and future service needs.

Future Provision and Planning

You will then also need to consider the information you gathered (e.g. From the **Joint Strategy and Plan for Leadership, Culture Change and Workforce Development in Lincolnshire 2009-11)** which will enable you to look at predicted demographic changes, so you can assess how they may influence service provision e.g. ageing population. You will need to assess how services are to change in the future to meet the needs of people who use services and carers (PWUS&C). You will also need to start planning how the workforce will look in terms of numbers of staff and how you can ensure that the profile of the staff in terms of gender, age and ethnicity will reflect the service user profile.

You should now be able to state what your future workforce will consist of and what their training and qualification requirements will be.

Identify the Gaps

Having assessed the current workforce and decided what the future workforce will consist of you will now understand where the current and future gaps are in your service. You will need to consider both short and long term issues eg gaps in staffing levels, retirement profiles, skills shortages in workforce, changes in demand associated with the way services will be delivered, need to retrain staff to work differently or in other areas of a service.

Action plan notes:

Action Plan

You now need to consider what to do to address the current and future gaps in the service. You will need to consider short, medium and long term goals and objectives. These will relate directly back to service provision and should contribute to either the capacity or quality of care delivered. Please complete the action plan template on pages 16 and 17.

When putting together objectives in the action plan please ensure they are SMART objectives:

Specific	What exactly is required?
Measurable	How can we measure success?
Achievable	How will this be achieved?
Relevant	How does it compliment business goals?
Time bound	When do we need the result?

In completing the action plan you need to:

- identify the action you want to consider
- give a timescale for the action
- decide who will be responsible for ensuring the action is completed
- specify the resources needed to complete the action eg financial
- identify a specific outcome

It is important to share the action plan with staff who may also have ideas that may help achieve the objectives. If they have been involved in putting the plan together they are more likely to sign up to it and work towards achieving its objectives.

Review and Evaluation

Set regular review periods. It is important to monitor the plan to ensure that:

- Actions are being completed
- Objectives are being met
- Any adjustments are identified
- Actions are still required

Plans may need to be amended e.g. in light of external inspections, changes in legislation, changes in the labour market

From the second year of your Workforce Plan and onwards, you will need to include a review of the previous year's plan and implementation and ask if your company and its staff achieved the aims of your Plan in the previous year? If not, why not, and what can you do differently next year?

ACTION PLAN (2010 -11)

	ACTION	OUTCOME REQUIRED	RESPONSIBILITY	TIMESCALE	RESOURCES	ACHIEVED (Yes No, Outstanding)
e.g	Develop targeted recruitment drive for male staff who are currently under represented in the workforce	Increased diversity of workforce and improved ability to provide choice in the provision of personal care for male residents	Manager	By 30th September	Financial	
1.						
2.						
3.						
4.						

5.					5.
6.					6.
7.					7.
8.					8.
9.					9.
10.					