

# What changes and challenges are coming up?

---

Workforce planning can vary in timeframe, scale and the types of role covered. It can be seen in fairly basic operational terms, ensuring the right number of people with the right skills are allocated to projects or work areas to fulfil day-to-day customer needs or demand for products and services. Examples might include the need to ensure contact centres are appropriately staffed or that sufficient people are recruited to fulfil a project or deadline. Alternatively, it can create a longer-term plan to ensure the best talent in the right roles and understand better what future workforce will be needed (CIPD).

Understanding the requirements of the organisation is vital to determine and provide the vision for the workforce arrangements needed – whether from a strategic, service planning or operational management perspective:

## Strategic direction and organisational changes

To support strategic and organisational direction and changes, people resources may need to change – this may mean greater flexibility built into the employment arrangements, different or new skills across the organisation, increases or decreases in the headcount or rebalancing the workforce from an area of decline into one of growth.

## Business planning and service delivery

More specifically, workforce planning will take place alongside changes to how services are delivered. Changes may include new legislation around different qualifications, declining or new services, or a complete transformation in delivery. If there are difficulties with recruitment then a new or different approach may be required.

## Operational management

Ongoing workforce planning is vital for ensuring consistent and responsive service delivery. All managers should be involved in workforce planning – this could be succession planning for forthcoming retirements, ensuring project teams have knowledge and skills or forecasted increases in demand for services can be resourced.

Further information and ideas on how to capture this can be found on the [Template page](#).