

What are the potential implications for the workforce?

What is the future workforce requirement?

When thinking about the future direction of the organisation or service, it is essential to consider the workforce that will be required to deliver the services.

Some changes may be very broad - a more agile organisation will require a flexible workforce, this might mean development of job families, or generic job profiles allowing skills to be utilised in different areas of the organisation. Others may be specific to - legislative change for an area of service which requires a review of roles and skills, where services are redesigned there may be changes to job roles, grades, team structures and management structures, or it may be that service demand has increased or decreased in an area which requires work patterns to change.

Current workforce information

In order to know what changes are needed in the workforce, it is important to know what the current workforce looks like. This means having evidence and data which can take several forms:

- ▶ Research into a particular area - to find out why particular posts are not attracting candidates (eg recruitment responses, attrition and turnover rates, exit interviews, national considerations, staff surveys).
- ▶ Ongoing monitoring and proactive workforce profiles – to highlight areas of concern and trends for future action (includes age ranges, full and part-time staff, diversity information, turnover).
- ▶ Workforce data for a particular project – such as a service redesign or reorganisation. Data is likely to include the above, along with specifics for individuals in scope (continuous service dates, location, grade, job title).

What changes in the workforce are needed in order to meet the future requirements?

Examining future requirements against the current workforce leads to identifying the 'gap' in provision and what workforce arrangements need to change. This is the workforce plan.

Changes may be in resourcing (structures, roles, numbers, internal moves, recruitment, supply), skills and future skills mix (including qualifications and training), ways of working (working

patterns, flexibility, locations), management practices and culture (performance, wellbeing, attitudes and behaviours).

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