

What actions are needed to deliver the workforce required?

Identifying the workforce changes and initiatives required is at the heart of workforce planning and will provide the information needed to create the workforce plan.

Workforce planning (the activity) is the important part. The way it is captured (the plan) can take many formats - a stand-alone document, part of a report for a planned service redesign, or part of ongoing change and improvement, such as succession planning.

Any workforce arrangement can be relevant to workforce planning. This may include the following areas:

- ▶ **Resourcing** (organisational and management structures, roles, numbers, internal moves, recruitment, supply)

Where a restructure is being planned this could affect all of the above. For other changes such as the need to revitalise recruitment this may focus on a recruitment drives, redesigned adverts or working practices to make the jobs more attractive.

- ▶ **Skills and future skills mix** (including qualifications and training)

A PESTLE analysis may have shown that future changes (eg digital working) require development of skills and specialist knowledge. Most workforce planning is likely to include a review of where existing skills need to be updated and developed.

- ▶ **Ways of working** (working patterns, flexibility, locations)

It may be that in order to meet future service user needs and expectations, more flexible work patterns are required – eg moving from a five-day working week to include evening or weekend working etc. Scenario planning may assist with identifying the pros and cons of each potential options.

- ▶ **Management practices and culture** (performance, wellbeing, attitudes and behaviours)

If high levels of absence and low levels of performance are identified as the potential barriers to change, additional support for employee wellbeing or a different approach to performance management may be required. This might include changes to work processes, additional support and resources, changes to work plans or changes in management practice etc.

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