**Key Changes, Actions and Solutions**

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| **Include*** Key changes or trends affecting workforce
* What will the impact be – scan ahead next 1-2 and 3-5 years. What is the timescale?
* What workforce change solutions are needed or planned to realise the changes?
* Wellbeing - staff pressures, health status of staff group and impact on future requirements
* Potential and known leavers and the impact
* Workforce data, e.g. to identify trends and impact
 | **Consider future workforce gaps, e.g**

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| **Attracting, recruiting and deploying*** Roles, job design/redesign
* Skills, qualifications, registration
* Behaviours, values, attitudes
* Attracting potential employees; links with colleges; young people workforce (MA’s, Grad Trainees)
* Recruitment and selection; Hard to fill posts
* Retraining/flexibility
* Attrition – retirements, exits - succession planning
 | **Culture, development and leadership*** Training and organisational development
* Culture
* Leadership
* Organisational Structures
* Health and Wellbeing

**Ways of working*** New ways? Patterns of work.
* Models of service provision
* Technology/digital
* Tasks and activities
* Performance
* Working with partners, shared services
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| **Short description of change** | **Workforce required to deliver the future changes** | **Implications on the current or planned workforce** | **Workforce change solutions and actions required** | **Timescale** |
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