**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**   |  |  | | --- | --- | | **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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