

Workforce Drivers for Change

Demographic:



- People are living and working for longer, meaning we will have a more multi-generational workforce.
- As the workforce ages, we will need to think about how we retain people towards the end of their careers and attract the more limited pool of younger employees.

Environmental and social



- Alignment with their own values is something that will increasingly motivate people's choice of employer as people seek meaningful work and the ability to make a difference.
- Rising mental health issues particularly for young people who are our future workforce
- Long term covid impact on health and other outcomes including access to work.
- Increased threat of emergencies e.g. pandemics or related to climate change
- WHO described stress as the global epidemic of the 21st Century making employee wellbeing support even more vital.
- People living further away from their place of work opening up the labour market but could lead to additional travel

Economic:



- Rapidly rising cost of living will have major implications for our staff and expectations around pay and reward.
- Recession and continuing public sector funding cuts puts more pressure on our workforce and People and Change services
- Rise in short term contracts and gig economy lead to a more flexible workforce as people no longer want a 'job for life'
- This leads to a shift in the balance of power from employers to employees as freelancers pick and choose which employers they want to work for based on what others say about the employee experience.
- Globalisation leads to a global job market, changing who we are competing with for the best talent.
- Growing mismatch between skill sets and available jobs
- Increase to minimum wage puts further pressure on our budget and alters pay structure
- Skills shortages and increased competition in the labour market exacerbate recruitment and retention challenges placing additional pressure on existing staff and impacts our ability to run quality services.
- More agile working in the private sector gives the public sector less of a competitive edge

Technology:



- The pace of innovation in tech is increasing exponentially, meaning we need to build in the agility and flexibility to keep up with this.
- Technological advances will lead to a growing need to support our people to keep their skills up to date and ensure no one is left behind.
- Employee expectations are increasing as consumer tech has overtaken corporate tech.
- Tech such as AI and automation will change the work we do, replacing some jobs and creating new ones. This will require different skills.
- The rise of tech carries risks we will need to consider e.g. vulnerability to cyber attacks, and innovation outpacing regulation

Political and legislative:



- General election in 2024/25 might lead to further policy changes particularly around equalities where policy stance is unclear
- Review of EU legislation post Brexit could change workers' rights, holiday pay

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