

Appendix A

Workforce Strategy 2021 – 2023 Delivery Plan

1. Succession Planning & Career Development

Project	Ambitions	Key elements	Priority Level	Target completion date	Update as at May 2022
Career Pathways	To support the career aspirations of all and grow our own leaders	<ol style="list-style-type: none"> 1. Using free LGA consultancy support, run a training event for HR on workforce planning and career pathways. 2. Identify teams/ service with current career pathways. What can we learn about good practice? 3. Identify teams/ services without current career pathways 4. Prioritise services and work with each to identify and articulate pathways. 	M	By March 2023	This piece of work is yet to start. The projects around pay, allowances and recruitment need to be completed first to ensure the correct foundations are in place for this project. Resource will be required to support this work.

Project	Ambitions	Key elements	Priority Level	Target completion date	Update as at May 2022
Review of Training & Development Programme	To support the career aspirations of all and grow our own future leaders.	<ol style="list-style-type: none"> 1. Review training and development programme to ensure it reflects the Council's priorities, especially in digital skills, communications & engagement, commercialisation, project management etc. 2. Commission any new training provision. 3. Implement the revised programme. 	H	By March 2022	<p>Estimate completion by June 2022 Training needs analysis completed in March 2022 and a new corporate training programme is being developed at present with the intention to start to deliver some new courses from June 2022 onwards.</p> <p>Mandatory training is unaffected by this review.</p>
Career Progression for Women	To support the career aspirations of all and grow our own future leaders ... to increase diversity across all areas and levels of the workforce.	<ol style="list-style-type: none"> 1. Carry out structured interviews to establish themes at play. 2. Consider wider survey to explore themes in more depth 3. Carry out review of next steps which could include: <ul style="list-style-type: none"> • Changes to recruitment processes • Training to raise awareness on diversity, inclusion, unconscious bias etc. 	H	By March 2023 as linked to career pathways project	<p>This project is linked to career pathways, review of recruitment, and leadership/management development all of which have yet to start and will overlap with this project.</p> <p>Coaching and mentoring arrangements are already in place although this is early days in terms of embedding such an approach to see what impact this might be having.</p> <p>EDI training is being reviewed as part of the TNA outcomes and corporate training programme offer and there are conversations with the Equalities Forum to ensure appropriate training is being provided.</p>

		<ul style="list-style-type: none"> Review of policies and procedures e.g. Shared Parental Leave 			
Coaching & Mentoring Project	To support the career aspirations of all and grow our own future leaders	<ol style="list-style-type: none"> Pilot to go live early 2021. Review pilot during and after 6 month period. Bring results to WFB to decide whether/ how to roll out more widely. 	M	By December 2021	<p>The pilot was completed in accordance with this action for coaching and there are a very small handful of internal coaches trained to support staff.</p> <p>There is now further work planned to grow a coaching and mentoring framework for WBC both internally and externally. This includes training more coaches and mentors, offering supervision for this group and looking at external arrangements for coaching should this be deemed more appropriate.</p> <p>There are also plans to improve the intranet pages to support the coaching framework and to manage the process of applying for a coach or mentor and matching the employee to someone suitable.</p>
Review of Performance Management Processes and Competency Frameworks	To support the career aspirations of all and grow our own future leaders	<ol style="list-style-type: none"> Carry out review Consult with TUs and managers Seek approvals 	M	By March 2023	<p>A draft behaviour framework has been put together based on feedback from senior managers and all employees using focus groups and a survey. The draft is to be more formally consulted with Unison prior to a further sign off.</p> <p>Once approved then an implementation plan and process will be considered and agreed and this will include a review of processes and policies that are impacted such as appraisal, induction, probation, recruitment, capability.</p>

					HR are currently working with a consultant to support this piece of work as internal resources are not available.
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2. Leadership & Management

Project	Ambitions	Key elements	Priority Level	Target completion date	Update as at May 2022
Leadership & Management Development Programme	<p>To support the career aspirations of all and grow our own future leaders.</p> <p>To actively foster an organisational culture that is positive & productive...</p>	<ol style="list-style-type: none"> 1. Review all leadership & management development activities with a view to articulating as a coherent programme. 2. Procure any new provision. 3. Publicise and implement. 	H	Starting in 2022/2023	This will be developed in Q2 of 2022 with a view to pilot in the later part of the year before more fully implemented in 2023. Consideration will be given to using 360 degree feedback and personality profiles to support this action. Funding is available to support this work.
Management Support & Development Offer for Senior Leaders (Tiers 1-3)	To support the career aspirations of all and grow our own future leaders.	<ol style="list-style-type: none"> 1. Articulate/ promote our offer of support and development for tiers 1-3. 2. Roll out programme of access to external coaching/mentoring for 	M	By April 2022	<p>As detailed above, coaching and mentoring is available.</p> <p>Commercialisation and audit training has taken place, and further audit training planned over the coming year.</p>

	To actively foster an organisational culture that is positive & productive...	<ol style="list-style-type: none"> 3. Grade L posts and above Following Pilot of commercialisation training evaluate whether to make training available on an ongoing basis 4. Facilitate cohort for Senior Leadership Degree Apprenticeship each year. 5. Facilitate LA Challenge team each year 6. Following Pilot of audit training evaluate whether to make training available on an ongoing basis 			<p>The Tri Sector Challenge also took place in March 2022 and there will be further attempts to consider other options to attend/participate in such events.</p> <p>Number of officers undertaking senior Leadership Degree Apprenticeship.</p>
Management Induction	To actively foster an organisational culture that is positive and productive.	<ol style="list-style-type: none"> 1. Hold discussion groups with a group of managers and senior leadership to understand what content should be in for management induction 2. Consider outcomes and propose format and content. 3. Implement 	L	By April 2022	This project started in January 2022 and has temporarily been placed on hold due to other priorities. This project will start again when resource is available.

Manager Networks	To actively foster an organisational culture that is positive and productive.	To consider as part of discussions alongside the Leadership & Management Programme, and the amended management induction	L	By March 2023	As an outcome of the Employee Attitude Survey there is a request to develop and implement an internal comms and engagement strategy that would support this action. This will require a collaboration with the Comms Team and will also require an additional resource to support this piece of work.
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3. Recruitment & Retention

Project	Ambitions	Key elements	Priority Level	Target completion date	Update as at May 2022
Diversity in Recruitment	To be a workforce that represents our community...	<ol style="list-style-type: none"> 1. Review methods & mechanisms for applications to ensure these are attractive for all potential applicants and promote diversity e.g. mobile enabled, blind shortlisting. To feed into potential tender for recruitment system (JGP contract ends 1/9/2021 but option for 2 year extension). 2. Review promotional material, including 	M	By March 2023	This action has yet to commence and will require a Transformation Bid to enable resource to support all activity around a review of recruitment and talent attraction and employer branding and employer value proposition. Once resource is available (hopefully in the latter part of 2022) this project can commence.

		<ol style="list-style-type: none"> 3. website, to ensure that diversity is promoted. 3. Consider outcomes of Women in Leadership project and actions for recruitment processes. 4. Conduct a review of language used in JDs/ PSpecs and adverts and consider in the light of diversity. 			
Honarium Project	<p>... to increase diversity across all areas and levels of the workforce.</p> <p>To support the career aspirations of all and grow our own future leaders</p>	<ol style="list-style-type: none"> 1. Carry out data analysis of use of honorariums 2. Deep dive into how and why honorariums are being used by services 3. Propose options for future 4. Review policies and procedures 5. Carry out briefing sessions for managers 6. Implement 	M	By March 2022	This action is linked to a review of pay. There are resources to enable this project and the pay project to progress. It is anticipated this will start in June/July 2022.
Work Experience	To be a workforce that represents our community.	<ol style="list-style-type: none"> 1. Offer job coach and job mentor training, for those working with young people on work experience. 	M	By March 2022	This is now a BAU activity and the action has been completed.

		2. Implement rolling programme, working with local schools.			
Review of Job Evaluation Scheme	To be a workforce that represents our community...	<ol style="list-style-type: none"> 1. As the Diversity in Recruitment project progresses, assess whether there is a need to review the Hay JE scheme to reflect changing use of language, qualification expectations etc. 2. Commission a contractor to undertake this work independently. 	L	By March 2023	This overlap with the review of the pay project and it is intended to use an external consultant during 2022 to support with this review.
Develop a Total Reward and Recognition Strategy	To be a workforce that takes pride in what we do and celebrates success	<ol style="list-style-type: none"> 1. Develop Strategy 2. Consult with TUs and staff 3. Seek approvals 	M	By March 2023	As an outcome of the EAS it is intended to set up a focus group to start to consider this subject which will be led by HR. This will start in June/July 2022.

4. Employee Wellbeing

Project	Ambitions	Key elements	Priority Level	Target completion date	Update as at May 2022
Mindfulness applications	To increase wellbeing and resilience for all staff	<ol style="list-style-type: none"> 1. Research mindfulness applications and their appropriateness for our workforce. 2. Consider potential cost and benefits with Workforce Board 3. Undertake procurement exercise, if required. 	M	By October 2022	This project is being led by the new Employee Wellbeing Officer who started in March 2022 who will consider options and provide a paper for Corporate Board to consider.
Mental Health First Aid	To increase wellbeing and resilience for all staff	<ol style="list-style-type: none"> 1. Plan structure and roles to fully establish mental health first aiders within the workforce. To be considered by Workforce Board 2. Plan implementation of the mental health first aider structure. 3. Implement structure & provide ongoing support and training. 	M	By October 2022	There are currently nearly 40 MHFA's trained and a plan to train a further cohort in 2022. There is also now a wellbeing page for staff on the intranet which highlights access to the MHFA's as well as signposting to other useful resources and companies who can support staff should they need this. There are regular supervision meetings with the MHFA's which will continue. Data will start to be collated on usage/access to the MHFA's with feedback on themes that will help inform the WBC approach to wellbeing going forward so changes can be made.

<p>Expand Workplace Health initiatives</p>	<p>To increase wellbeing and resilience for all staff</p>	<ol style="list-style-type: none"> 1. Consider wellbeing indicators for the workforce e.g. EAS results. 2. Identify key areas for focus. 3. Identify and plan initiatives to impact the key areas. 4. Implement initiatives. 	<p>M</p>	<p>By June 2023</p>	<p>There is already a programme of workplace initiatives in place such as through using EAP, counselling services, financial wellbeing, and Physical Activity Champions. There is also a programme of events and promotions arranged as part of a newly implemented wellbeing calendar. There will be an annual wellness survey for staff to be able to feedback on current and new initiatives too.</p>
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5. How we work

Project	Ambitions	Key elements	Priority Level	Target completion date	Update as at May 2022
Timelord 2	To actively foster an organisational culture that is positive and productive...	<ol style="list-style-type: none"> 1. Support Timelord 2 project, consultation, policy, implementation 2. Assess new training needs e.g. Managing Remotely 	H	<p>June 2021</p> <p>June 2021</p> <p>December 2021</p>	This project has been slightly delayed as is connected to the TL2 project which is intended to be implemented around June/July 2022. Support from HR has been provided as part of the project and updated and new policies drafted in accordance with the TL2 Executive sign off report in 2021. There is also the intention to start a Back to the Office working group to support the project implementation which HR will lead on. Training is being considered as part of the corporate training programme review.
One Council – our workplace culture	To actively foster an organisational culture that is positive and productive...	<ol style="list-style-type: none"> 1. Conduct Employee Attitude Survey and results analysis. 2. Plan employee engagement/ OD activities around organisational culture in new workstyles, and as a result of Employee Attitude Survey results, e.g. structured Let's Chat sessions. 3. Deliver activities and analyse results, 	H	EAS completed by July 2021 and an action plan will be in place by April 2022.	Actions 1 and 2 have been completed with a final EAS action plan being finalised now (May 2022).

		progressing any follow up actions.			
ERP/HR & Payroll Systems	To actively foster an organisational culture that is positive & productive...	<ol style="list-style-type: none"> 1. Establish type of system to be procured with wider corporate stakeholder group, considering carefully the impacts on the Council Workforce and managers as end users. 2 Procure system 3. Transfer and implementation 	H	RL contract extended from March 2022 with a procurement exercise to start during 2022 once a full specification has been written.	Specification is being drawn up for a HR, Payroll and Finance system in May 2022 which hopefully will be finalised in June 2022 with a view to undertaking procurement in the summer of 2022. HR and Payroll System contract has been extended until 17 March 2024 to enable procurement to take place and consideration of an implementation which could take up to 18 months for any system change.
Raising Concerns Projectwhich values and listens to staff, built on trust and respect for all.	<ol style="list-style-type: none"> 1. Research best practice 2. Plan employee/ management discussion groups 3. Draft policies & procedures & consult 4. Implementation 	M	March 2022 onwards.	Due to other priorities, this has not yet commenced.
Internal Communications	To actively foster an organisational culture that is positive & productive... which values and	<ol style="list-style-type: none"> 1. Work with the Communications Team to review internal communications as a result of the Communications and Engagement Strategy. 	M	March 2022 onwards.	EAS action plan will have a requirement for a new internal communications and engagement strategy which will be a collaboration between HR and Communications. This will require additional resource to support this activity.

	listens to staff, built on trust and respect for all.	2. Contribute to any project work arising from this.			
Review People Processes	To actively foster an organisational culture that is positive & productive... which values and listens to staff, built on trust and respect for all.	1. Conduct review of variety of people processes and identify those requiring review. i.e. appraisal. 2. Identify potential changes and developments. 3. Consult TUs, managers staff on any policy/ procedure changes.	M	March 2023	Not yet started and will commence when resource is available in 2022/2023.
Commitment to Carers	To actively foster an organisational culture that is positive & productive... which values and listens to staff, built on trust and respect for all.	1. Research best practice policies and approaches to support carers in the workforce. 2. Develop proposed policy documentation. 3. Consult with trade unions and staff. 4. Publicise and implement	L	By March 2023	Not yet started and will commence when resource is available in 2022/2023.