

Workforce Strategy Delivery Plan

Corporate Action Plan

Action point No.	Action	Success criteria & Outcomes	Milestones	Finish date	Officer responsible	Resource required from within council	Status and update
Leadership and Management							
Strand 1 Culture and Behaviours							
1.1	Review and refresh its existing Principles, Values and Behaviours	The principles, values and behaviours are reviewed and a series of actions are identified which will work towards embedding them in our recruitment, performance management and reward strategies	Review completed and actions identified	March 2023	Head of HR	Engagement with Members, CMT, Leadership Team, Staff and Trade unions	Funding identified for OD consultancy Brief provided and awaiting costs
1.2	Further develop a Social Partnership Working framework with our Trade Unions on strategic and operational issues.	Review of terms of reference for JCC Establishment of a robust and best practice framework for negotiation, consultation and facilities provision in line with all-Wales approach	Delivery of Social Partnership Working locally. Introduction of Social Partnership Agreement.	March 2023	Heads of Service Head of HR	Engagement with Members, CMT, Leadership Team, Staff and Trade unions	Not commenced
1.3	Deliver a Strategy for communications and engagement across all areas and levels across the Council.	Delivery of revised Communications strategy	Strategy in process of being developed.	March 2023	Head of Communications and Marketing	TBA	Not commenced
Strand 2; Future Leadership							
2.1	Develop a framework of leadership behaviours that will underpin our core values and set out the expectations that employees at all levels can have of those in	The current leadership behavioural framework is reviewed Continuation of leadership hub 'Let's Talk' with dates set throughout the remainder of 2022	Review completed and actions identified Dates confirmed for 'Let's Talk'	March 2023	Head of HR		OD consultancy brief provided and awaiting costs Let's Talk completed in August

	leadership and management roles.						
2.2	Conduct a development needs analysis of the current leadership and management team to identify intervention opportunities	Development needs analysis is completed to understand existing gaps and actions are identified to remedy.	Review completed and actions identified Programme in place to provide upskilling as required	March 2023	Head of HR	Engagement with CMT, Leadership	Funding identified and scope with OD consultant for costing
2.3	Deliver appropriate leadership development programmes at all levels of the organisation, including Members.	Deliver appropriate development interventions for managers and leaders at all levels of the organisation, including; New Leader Programme; focussed on current and identified potential Heads of Service New Manager Programme; building on the current Management Development Programme and focussed on existing Managers linked to achievement of ILM Level 5. Support Democratic Services with member development programme	Work programme for development completed Cohorts begin programme outline	September 2023	CMT, Head of HR, Democratic Services	Engagement with CMT, Leadership, Gower College	Not commenced

<p>2.4</p>	<p>Develop a Coaching and Mentoring strategy across the Council.</p>	<p>Research coaching qualifications & providers for the qualification. Identify coaching solutions for Grades 12, Directors and Councillors.</p> <p>Create an over-arching strategy along with supporting policies & processes</p>	<p>A functional Coaching Network is created with coaching available across all Directorates within Swansea Council.</p> <p>Delegates completing the funded qualifications within a timely manner & supporting Swansea employees with between 2-3 coaching clients per annum</p> <p>A coaching culture being embedded and valued within the Swansea Council culture.</p>	<p>Phase one training complete by October 2022, all qualifications complete by Jan 2023</p> <p>A pool of qualified, competent and motivated Coaches available for coaching throughout Swansea Council will be in place for the last financial quarter of 2022/23</p>	<p>Head of HR</p>	<p>Intranet updates /Internal Comms for promotion</p> <p>Existing qualified coaches to be sourced for mentoring and observations</p>	<p>Secure funding of circa £10k for the program, CMT accept strategy</p> <p>All strategy & policy documents have been approved and the initial application process is underway</p>
<p>2.5</p>	<p>Be an active contributor and participant member of “New Local”, networking and collaborating with this organisation and member authorities on key topics to source research and innovative insights to genuinely solve problems</p>	<p>A recognised space for officers to step away from day-to-day activities and engage with peers from across the country.</p> <p>Opportunities, support and investment in our staff.</p>	<p>Join the list of forward-thinking, ready-to-learn councils and organisations across the UK</p>	<p>March 2024</p>	<p>(Interim) Marlyn Dickson</p>	<p>Internal Engagement/ Participation Role</p>	<p>Joining is complete</p>

	and find practical solutions.	<p>Ambitious leaders from across the Council on the Next Generation Academy</p> <p>Officers share experience, expertise & learning on some of the most pressing issues the sector is facing with other Councils across the UK.</p>					
--	-------------------------------	--	--	--	--	--	--

A Workforce Fit for the Future

Strand 3; Future Shape of the Organisation

3.1	To establish optimal structures that meet the future needs of the above priorities.	Opportunities are identified and delivered to optimise structures and reporting lines. So that tangible efficiencies are achieved and silo working reduced in the areas identified from 3.2 to 3.10.	Milestones to be determined in respect of 3.2 to 3.10	Ongoing for length of strategy.	Heads of Service in conjunction with HR Business Partners	Engagement with CMT and Heads of Service	Not commenced
3.2	Our regionalisation agenda	Advocate and explore opportunities which have been or will be identified and delivered. Optimising structures and reporting lines and ensuring our employees are trained in best practice to maximise partnership working opportunities.	Implementation of CJC's, City Deal, Western gateway, Swansea bay tidal Lagoon, Partneriaeth Regional Education consortium	The skills and knowledge will need to be developed as each project and scheme is being developed	Director of Resources	Training, good practice examples	TBC
3.3	"Implementing the optimum model for adult services, and a child and family services improvement programme including a safe 'Looked	<p>More adults and carers supported through preventative, community and place based approaches.</p> <p>More adults supported to stay safe and well at home without recourse to more institutionalised forms of care.</p>	See adults and children services recovery/transformation plans. This also includes the	Strategies will be refreshed on an annual basis	Director of Social Services	Service redesign to implement the optimal model for adult services will have to be reviewed in light of the impact of	TBC

	<p>After Children' reduction strategy.</p>	<p>Greater proportion of adults with care and support needs and their carers supported directly through local authority or third sector provision</p> <p>More children and families supported via early support services and approaches</p> <p>Fewer children requiring recourse to statutory children services support</p> <p>More children supported to remain living safely within their own families and communities</p> <p>For those children who do need to be looked after a greater proportion will be supported by Foster Wales Swansea or through our in house residential care services</p>	<p>implementation of integrated early help, early years and family support arrangements as well as a cross cutting commissioning review in Social Services.</p>			<p>covid and Welsh Government's policy intent to rebalance the social care market.</p> <p>Children services Safe LAC reduction strategy is well embedded but service redesign/ transformation/ renewal will continue to reflect new and emerging challenges including the impact of covid</p>	
--	--	--	---	--	--	---	--

3.4	Review of future additional learning needs provisions	<p>a) Delivery of specialist teaching facilities (STFs) review.</p> <p>b) Central provision of ALN reviewed following 2020 re-structure.</p> <p>c) Consideration of additional further specialist places in schools</p> <p>d) Head of vulnerable learner service re-introduced.</p>	<p>a) Implementation of changes to STFs in Swansea</p> <p>b) Fit for future ALN central staff</p> <p>c) Possible single special school in Swansea</p> <p>d) Post holder in place and managers configured for service area</p>	<p>Consultation commence September 2022 (STFs)</p> <p>Review of ALN central structure completed December 2021.</p> <p>Special school considerations by 2027</p> <p>Head of service and management in place by September 2022</p>	Director of Education	Fit for purpose central workforce to meet increased demand and expectations in light of ALN reform.	TBC
3.5	Support of the long term sustainable waste management strategy.	Delivery of new strategy being developed for 22/25 which might impact on future resourcing	Cabinet due to approve new waste strategy by March 2022	March 2023	Director of Place	None at this stage	Report principles approved. Awaiting cabinet decision
3.6	Support of the community development strategy.	New resources approved via Budget/ERF during 21/22	ERF bid approved for 21/22 and 22/23	March 2023	Head of Cultural Services	New resources approved via Budget/ERF during 21/22	ERF bid approved for 21/22 and 22/23
3.7	Support of future sustainable transport provision through our Integrated Transport Unit,	Deliver ITU structure and respond to emerging local regional and national strategies	ITU established. New National transport strategy due late 2022.	Mid 2023	Director of Place	None at this stage	Set up of ITU complete.

	as well as local and regional solutions.		New regional transport Plan required mid-2023.				
3.8	To pro-actively identify opportunities for synchronicities and efficiencies in organisational design, both budgetary and operationally, across Directorates and Service areas.	Opportunities are maximised to improve and achieve efficiencies in the delivery services across the Council.	Delaying options considered by HR Business Partners	March 2023	Head of HR	Directors Heads of Service	Not commenced
3.9	Pro-active consideration of the structural and workforce requirements in the “commissioning of people oriented services”, as identified in the Recovery Plan	People commissioning hub established utilising hub and spoke model of small central infrastructure drawing upon specialists embedded within children services, adults services, education, housing and procurement	Hub established April 2020 Education structure implemented September 2021 Review of effectiveness of central infrastructure June 2022	October 2023	Director of Social Services	Children services, Adult services, Education, Housing and Procurement	Hub has been operating throughout the period of the covid pandemic. Review of staffing infrastructure has been postponed during this period of emergency but will now be undertaken

Strand 4 – Workforce Planning

4.1	Established workforce plans to be embedded in each service area	TBD by HoS to include; Delivery of skills audit. Workforce plans in place for each service area. Identification of critical posts.	TBD with HoS Refreshment of training on Workforce planning techniques	Workforce planning objective to be included in service plans 2023/24	Directors Heads of Service	HR Business Partners	TBC
------------	---	--	--	--	-------------------------------	----------------------	-----

		Succession plans in place to spot talent and develop staff for future leadership roles. Plans in place to address age profile issues.					
4.2	Develop career pathways and succession planning strategies	Design of career pathway options in critical services Design of succession planning policy	Career pathway and succession planning options to be delivered by OD resource	September 2023	Head of HR	Heads of Service	Not commenced
4.3	Develop a new hybrid operating model for a flexible workforce, adopting agile working practices and processes through policy development, guidance and training	Flexitime policy to be delivered. New Ways of Working integral to the development of property portfolio. Identify opportunities for “Red-tape busting”, improved systems and process in identified areas.	Analysis of workforce behaviours post-pandemic. Longer-term implementation of City Centre hub. TBD on and prior to replacement of QS Lead.	Flexitime policy in place by March 2023 Improved systems and process identified by March 2023	Head of HR Directors Heads of Service	Property Services Quality Systems Lead HR&OD	Agile policy in place
4.4	Confirm new agency contract arrangements and manager guidance for optimal management of agency workers to support established resource levels	New contract in place Adherence to Agency Worker policy.	Ongoing	Contract in place by December 2022	Directors HoS	Procurement HR&OD Agency providers	Audit in last quarter 2022

Strand 5 – Workforce Development

5.1	Development of Corporate Development Needs Analysis (DNA)	So that we have a clear understanding of our corporate needs, informed by our workforce planning activities.	Draft DNA's in place for each Directorate by 30 September 2023	March 2023	Head of HR	Directors Heads of Service Council L&D teams	Funding received for recruitment of Corporate L&D Officers
5.2	Delivery of effective elearning solutions in Oracle Fusion,	The ability to provide regular and timely reports on training provision. Easily accessible access to training	Oracle Fusion implementation	March 2023	Oracle Fusion	Council L&D teams	Funding received for recruitment of Corporate L&D Officers
5.3	Delivery of Career Development Programmes, particularly for apprenticeships and graduate level entrants offering work experience, trainee programmes,	So that there is a clear direction of travel on the provision of Programmes to meet the needs of Directorates and Service areas. There is a proactive offer of opportunities for care experienced young people to reflect the Council's role as a corporate parent	TBD	September 2023	Head of HR	Heads of Service Corporate L&D Team	Not commenced
5.4	Delivery of training related to the requirements of the Well-being of Future Generations (WFG) Act, for example, Integrated Impact Assessments, Sustainable Development	The workforce has a clear understanding of the WFG Act, and their roles and responsibilities. The workforce has opportunities to support in its implementation and improve well-being via better decision making	<ul style="list-style-type: none"> • Updated Sustainable Development (WFG) Policy • IIA Training • WFG Training 	March 2023	Future Generations Act lead	Corporate L&D Team	<ul style="list-style-type: none"> • Draft online WFG training developed with sustainable development focus • Draft IIA Training in progress • Redrafting based on policy update required once confirmed

5.5	Provision of Equalities and Welsh language training to meet our Legal and Corporate objectives	Delivery of Welsh Language Skills Framework; delivery of key strands; including training for front line staff and e-learning Delivery of equalities training framework	Delivery of each of the key strands detailed in the Framework.	September 2023	Head of HR	Corporate L&D Team Welsh Language Skills Training Group Equalities Officers	Funding provided for Welsh Language Skills training
5.6	Continued partnership with Gower College to identify and deliver external training support, particularly in Digital Skills.	So that we make best use of Gower College provision to deliver learning and development opportunities. Optimal use of Apprenticeship levy funding	Monthly Review of delivery and support packages across Directorates and Services.	Ongoing	Head of HR	Corporate L&D Team Heads of Service	
5.7	Climate Change and Nature Recovery - Net Zero Swansea	Work with training officers to update mandatory training to include relevant links to Net Zero 2030/50 and Climate Change Work with training officers to develop non mandatory training for staff and members on Net Zero Raise Awareness through the intranet and Council website using the Net Zero and Climate Change pages and a toolkit format for staff, residents and businesses Work with recruitment to ensure Net Zero Swansea and climate change is included in recruitment packs	Training for Cllrs and staff on Net Zero Swansea Formatted website pages with links to relevant policies	March 2024	Project Manager – Strategic Climate Change	Corporate L&D Website development staff to work with Project Manager to develop the pages and develop training	Not commenced
5.8	Deliver the Digital Strategy mission to achieve Digital skills and confidence	To be determined during course of 2022/23	To be determined	March 2025	Head of Digital and Customer Services	Support required from Corporate L&D Team, Gower College to develop a corporate wide approach	Not commenced

Being an Employer of Choice

Strand 6 – Recruitment and Retention

6.1	Review and Update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities).	Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities. Addressing future skills and resource gaps; through delivery of effective programmes to attract and retain talent in key resource and skill shortage areas, identified through workforce planning activities	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers Workforce Equalities Group	Funding received for recruitment of Recruitment Specialist
6.2	Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants.	That we meet established KPIs in relation to recruitment practices.	Appointment of Quality Systems Lead	March 2023	Head of HR	Quality Systems Lead Service Centre IT Recruitment Specialist	Funding received for recruitment of Pay & Grading Officer
6.3	Development of our Recruitment Attraction Approach;	So that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers	Funding received for recruitment of Recruitment Specialist
6.4	Upskilling of recruiting Managers	So that, for example they are appropriately trained, in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.	Appointment of Recruitment Specialist	July 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers Workforce Equalities Group Corporate L&D Team	Funding received for recruitment of Recruitment Specialist and Corporate L&D Officers

6.5	Creation of a modern on-boarding and induction experience for new starters	So that we have a consistent on boarding and induction process in place that supports new employees in understanding their role and place in the organisation	TBD on Oracle fusion implementation	September 2023	Head of HR	Corporate L&D Service Centre	Not commenced
-----	--	---	-------------------------------------	----------------	------------	------------------------------	---------------

Strand 7 – Recognising Performance

7.1	Review of pay and grading across the Council and for senior roles as identified through the senior management review	To optimise pay and grading arrangements. Review and deliver “future proof” Chief Officer scheme. Review potential for new Officer JE scheme.	TBD on appointment of Pay & Grading Officer	March 2023	Head of HR	Pay and Grading Officer Directors	Funding received for recruitment of Pay & Grading Officer.
7.2	Delivery of a revised, “fit for purpose” Performance Management approach, to reflect the future needs of the Council,	Delivery of “Performance and Goals performance management system through Oracle Fusion Delivery of revised Performance Management Policy Corporate and Directorate Objectives Reviewed and Agreed	Oracle Fusion implemented October 2022 Rollout to Council by March 2023	March 2023	Head of HR	Oracle fusion team HR&OD CMT Leadership Team Trade Unions	Engagement with Oracle Fusion team ongoing
7.3	Delivery of Action Plan to address Gender, Disability and Race Pay Gap Issues.	Delivery on Actions identified through Plan Develop readiness for Disability and Race Pay Gap issues	Establishment of Workforce Equalities Group Appointment of Pay and Grading Officer	September 2023	Head of HR	Workforce Equalities Group Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer
7.4	Consider re-introduction of “career grades” as part of Pay policy/ strategy	Identified through Staff Focus Group Process to address recruitment and retention issues	Appointment of Pay and Grading Officer	September 2023	Head of HR	Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer

Workforce Wellbeing and Inclusion
Strand 8- Supporting Our Workforce

8.1	Incorporate mental health awareness into leadership and management development	So that Leaders and Managers feel confident to address issues around mental health.	Yearly Training Delivery Plans 2022-25 with course frequency incrementally increased to 12 courses per year	31st March 2025	Corporate Health and Wellbeing Manager	Ongoing budget provision to maintain delivery	Training package in-place with additional e-learning packages
8.2	Maintain and develop the Council's "Helping Hands" programme that champions mental health.	So that there is; knowledge and confidence to signpost people with the most common mental health issues to the right support.	Return HH face to face group activity Raise awareness through promotion through newsletters and Staffnet Advertise and recruit volunteers across Authority HH promotion at all Health Fairs	March 2025	Corporate Health and Wellbeing Manager	Support from Comms Team in raising visibility through Staffnet and Staff Newsletters	Helping Hands training package complete, with promotional/recruitment resources
8.3	Review and re-launch of Dying to Work Charter	So that this Charter is brought up to date with best practice.	Consultation and Agreement with TU's. Engagement with JCC and CMT	June 2022	Head of HR	Trade Unions	Work ongoing on this activity
8.4	Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term.	Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term. Review of Management of Attendance Policy	Milestones and success criteria to be determined in respect of each Service area	Ongoing	Heads of Service Head of HR	Trade Unions	Sickness Absence Officers appointed
8.5	Seek re-accreditation for SEQOHS ('Safe, Effective, Quality	Demonstration of recognised set of standards for occupational health	Action plan 2022-23 developed	March 2025	Corporate Health and Wellbeing Manager	Budget & Resource	Processes in-place, action plan will

	Occupational Health Service).	<p>services to achieve SEQOHS accreditation.</p> <p>Raises confidence in the organisation, showing visible commitment to employees in their health being a priority and the quality of medical services provided</p>	<p>Action Plan delivered</p> <p>Online audit approved by CX submitted</p> <p>Onsite inspection and interview with CX complete</p> <p>SEQOHS accreditation achieved</p>			<p>Commitment by Authority</p> <p>Support of the Chief Executive, to read and approve submission and interview with SEQOHS assessment Team</p> <p>NB: If staffing resources and £3k project budget not in place this objective is unattainable</p>	<p>commence development April 2022 for submission before audit and inspection by SEQOHS assessors</p>
	To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards).	To improve confidence and staff wellbeing, and improve the offer of employment to increase recruitment as a flexible staff focused organisation committed to staff wellbeing	<p>SEQOHS attained</p> <p>Action plan developed and implemented</p> <p>Evidence folders developed</p> <p>Delivery of health fairs and health promotion</p> <p>Themed staff wellbeing survey implemented</p> <p>Mock assessment with HWW</p>	March 2025	Corporate Health and Wellbeing Manager	<p>Support from Directorate representatives and TU's as part of the Wellbeing Working Group</p> <p>Support from Comms team to promote activity through Staffnet & newsletters</p> <p>NB: If staffing resources not in place this objective is unattainable</p>	

			<p>assessors undertaken with report and action plan received with assessment of level (Bronze, Silver or Gold)</p> <p>3 Day onsite assessment with staff interviews at multiple sites, interviews with Wellbeing Working Group and CX.</p> <p>Receipt of HWW assessors report with organisational accredited status</p>				
--	--	--	---	--	--	--	--

Strand 9– Equality in the Workplace

9.1	Establishment of a Workforce Equalities	Collection of Data on “Protected Characteristics	TBD	March 2023	Head of HR	Service Centre Trade Unions	
9.2	Group to address workforce equalities issues such as;	Adherence to the Welsh Government's Race Equality Action Plan and LGBT+ Action Plan as they relate to the Workforce	TBD	March 2023	Head of HR	Access to Services	
9.3		Pro-active contribution to the development of recruitment and selection processes to reflect the communities we serve	TBD	March 2023	Head of HR	Service Centre Recruitment Specialist	Funding for recruitment of Recruitment Specialist obtained.
9.4	Achievement of Disability Confident Accreditation Leader Status	So that we are accredited as a Disability Confident Leader; acting as a champion within our local and business communities.	External Validation of self-assessment	March 2023	Head of HR	Recruitment Specialist Service Centre	Disability Confident Employer Status

			referring to the "Voluntary Reporting Framework"			Workforce Equalities Group	already achieved. External support being provided by Remploy.
9.5	Delivery of Equalities Training	So that we have e-learning and face face training provisions the meets best practice and legislative requirements.	Training in place by June 2023	September 2023	Head of HR	Corporate L&D team Workforce Equalities Group	E-learning for staff in place. E-learning for Managers and face to face training being developed.