



**Appendix C**

# Workforce Strategy

**Draft potential new projects that have emerged to date – initial projects for first 12-18 months**

<b>Workforce Strategy Goal</b>	<b>Objectives</b>	<b>Progress</b>	<b>Owner</b>
Leadership and Management	1. Review the Council’s current principles, values and behaviours		HR&OD
	2. Develop a framework of leadership behaviours		HR&OD
	3. Develop a social partnership framework with trade unions		HR&OD
	4. Develop a workforce communication and engagement strategy		Comms and Marketing
	5. Develop a coaching and mentoring approach		HR&OD
Workforce Fit for the Future	6. Develop optimal structures for the following directorates: <ul style="list-style-type: none"> <li>• Adult Services</li> <li>• Child and Family Services</li> </ul>		All

Workforce Strategy Goal	Objectives	Progress	Owner
	<ul style="list-style-type: none"> <li>• Social Services commissioning review</li> <li>• Review of future additional learning needs provision</li> <li>• Long term sustainable waste provision</li> <li>• Community Development</li> <li>• Sustainable transport provision</li> </ul>		
	7. Established workforce plans in each area		All
	8. Develop a new hybrid operating model		HR&OD
	9. Confirm new agency contract arrangements		HR&OD
	10. Delivery of effective elearning solutions in Fusion, particularly reporting functionality		HR&OD
An Employer of Choice	11. Review and update Recruitment and Selection Policy		HR&OD
	12. Develop a recruitment attraction approach		HR&OD
	13. Review the application and selection process		HR&OD
	14. Creation of a modern onboarding and induction process		HR&OD/Digital Services
	15. Review of job evaluation and pay and grading for senior roles as identified by a senior management review		HR&OD
	16. Review the employee benefits platform and consider new offers		HR&OD
Workforce Wellbeing and Inclusion	17. Maintain and develop the 'Helping Hands' network		HSE&Wellbeing
	18. Relaunch the 'Dying to Work' charter		HR&OD
	19. Delivery of advice and support to reduce sickness absence		HR&OD

<b>Workforce Strategy Goal</b>	<b>Objectives</b>	<b>Progress</b>	<b>Owner</b>
	20. Seek re-accreditation for SEQOHS		HSE&Wellbeing
	21. To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards		HSE&Wellbeing
	22. Establishment of a Workforce Equalities Group to address workforce equalities issues		
	23. Achievement of Disability Confident Accreditation Leader Status		