



Report of the Head of HR and Service Centre

Corporate Services & Financial Resilience Service Transformation Committee
- 23 January 2024

Workforce and OD Transformation Programme Progress - Leadership and Management Development

Purpose:	To inform the Committee of the Workforce and OD Transformation Programme work in relation to the Leadership and Management development theme
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Access to Services Officer:	N/A

1. Introduction

- 1.1 The Workforce Strategy was approved by Cabinet in October 2022 after a period of design and consultation with stakeholders during 2022.
- 1.2 The Workforce Strategy 2022-2027 contains four key themes to drive organisational culture and improvement over the lifespan of the strategy, contributing to the 2023-2028 Corporate Plan, '*Successful and Sustainable Swansea.*'
- 1.3 The Workforce and OD Transformation Programme business case sits alongside the Council's Workforce Strategy 2022-27. The programme includes projects that will deliver the strategic goals of the Workforce Strategy and the overall transformation aspirations of the Corporate Plan.

2. Workforce and OD Transformation Programme

- 2.1 The transformation projects taken forward in the first year are:
 - Leadership and Management – Coaching and Mentoring Programme
 - A Workforce Fit for the Future – Transforming HR&OD Services
 - Employer of Choice – Oracle Fusion Recruitment

- Employee Wellbeing and Inclusion – Reviewing sickness absence and occupational health provision

This report focuses on the first theme – Leadership and Management – and provides an update on progress made since adoption of the strategy.

2.2 The following projects are a secondary developmental phase and were identified with a view to potentially taking them forward in future years depending on changing priorities and budget resource availability as the strategy evolves:

- Further development of Oracle Fusion module functionality
- Organisational wide development needs analysis
- Career pathways and succession planning strategies
- Career Development Programmes

3. Leadership and Management

3.1 This theme focuses on two key areas of work – developing our workforce culture and enabling growth of leadership and management skills. We strive to foster a culture of inclusion and empowerment where leadership behaviours are welcomed throughout all levels of the organisation and not just through traditional hierarchy layers. This will help us achieve council-wide high quality, skilled leadership in responding to future change and challenges and exemplifying our Principles, Values, and Behaviours. This leadership skills' growth activity will help us teach and boost the learning needed to demonstrate positive leadership and role model the desired future culture, ensuring development opportunities and career pathways exist which create supportive and resilient leaders at all levels.

Year 1 intended to focus on embedding a culture of coaching and mentoring, providing a new cohort of coaches and mentors from a wide range of departments across the Council. Funding of £15k was approved from the Transformation Delivery Board for the new cohort.

Future phases of the project theme were to explore talent management strategies, a development needs analysis of our current leadership and management capability and implementing a range of programmes across different layers of the organisation.

The next cohort programme has been confirmed with our partner Gower College and work is now underway to recruit the new cohort of coaches. Staffnet contains resources to explain the purpose of the coaching network, the policy around how to access coaching and the application process to be matched with a suitable coach.

3.2 One of the other Workforce Strategy themes - Workforce Fit for the Future – also saw an area identified for transformation, that of the HR&OD offer to the organisation. With temporary additional resource in the HR&OD team

they have been able to progress other strands under the Leadership and Management theme at a quicker than expected pace.

Working in partnership with Gower College we now have over 100 managers enrolled on the ILM level 4/5 Management Development Programme with the most recent cohort starting in October 2023. There is a waitlist of engaged managers for the next opportunity scheduled to commence in February 2024. Applications continue to be received which is an indication of the positive feedback being shared amongst the management group. Gower College surveyed cohort members on the value of the programme and feedback from the group included the benefits of being able to network with other managers across the business, the collaboration opportunities and hearing about different experiences/perspectives.

25 Graduates attended Swansea Arena on 15th November 2023 to receive their completion certificates at the Gower College Swansea Graduation Ceremony. It is expected that this will be a much larger number at next year's event, given that it is an 18-24 month programme.

To grow this development opportunity still further, we are in the process of finalising activity to expand roll out of an ILM Level 3 to those appointed to management roles for the first time and an ILM Level 2 for employees who aspire to a managerial role in the future. These opportunities are due to commence in Q4 of the 2023/24 year.

- 3.3 Another of our future identified priorities was the introduction of a Development Needs Analysis. As with the expansion of the ILM Level 2 and Level 3 opportunities, this project has taken shape earlier than anticipated. The design pre-work on the analysis has been completed and a service area has been identified and agreed to test the concept before any wider roll out. This will enable us to assess the potential value of the DNA and make any necessary adjustments. It is expected that this piece of work will now be delivered by the end of Year 1 which is ahead of planned schedule.
- 3.4 Whilst our initial target was to widen the access of the Coaching and Mentoring network under the Leadership and Management theme, we are on track to achieve this goal by the end of Year 1 and have made good progress towards other theme priorities around wider leadership and management development and the development needs analysis.

A report to Leadership scheduled for February will provide a full analysis of all Organisational Development activity that is being undertaken in addition to new possibilities that could be considered for 2024/25.

4. Integrated Assessment Implications

4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs

4.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

4.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

4.4 There are no integrated assessment implications associated with this report as it is a for information report and does not require a decision, however any impacts identified would be positive in that the Leadership and Management theme of the Workforce Strategy will provide additional opportunities for upskilling and qualifications to be gained by a range of different groups across the workforce.

5. Financial Implications

5.1 Transformation Delivery Board funding was approved for the £15k cost of the coaching and mentoring programme for 23/24. Partnership with Gower College enables the Council to access fully funded ILM development opportunities.

6. Legal Implications

6.1 There are no legal implications associated with this report.

Background Papers: None

Appendices: None