



## Workforce Strategy

Agreed objectives for 2023/24

Workforce Strategy Goal	Objectives	Progress	Planned actions	Owner
Leadership and Management	1. Review the Council's current principles, values and behaviours	Engagement sessions complete with Leadership, TU's and staff engagement group  Design print engagement on infographics and document layout	Final document ready for CMT/Leadership approval 7 <sup>th</sup> February  Comms roll out plan to be determined  Performance Management policy under review for values and behaviours link	Head of HR and Service Centre/HRBP (AG)
	2. Develop a framework of leadership behaviours	As above, leadership behaviours are included in the values and behaviours document which is ready for publishing	Final document ready for CMT/Leadership approval 7 <sup>th</sup> February  Comms roll out plan to be determined	Head of HR and Service Centre/HRBP (AG)

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			Performance Management policy under review for leadership behaviours link	
	3. Develop a social partnership framework with trade unions	<p>Current framework review undertaken by Principal HRBP</p> <p>JCC agreed review of Committee terms of reference and meeting with trade unions to propose amendments completed on 24<sup>th</sup> January</p>	<p>Engagement with trade unions on revised framework at policy development meeting on 7<sup>th</sup> February</p> <p>Final version of proposed JCC terms of reference to be scheduled for next JCC meeting on 20<sup>th</sup> February</p>	<p>Principal HRBP (CT)</p> <p>Head of HR and Service Centre/Principal HRBP (CT)</p>
	4. Develop a workforce communication and engagement strategy	Stakeholder engagement on proposed strategy complete	CMT approval and comms roll out plan to be determined	Comms and Marketing Officer (CP-B)
	5. Develop a coaching and mentoring approach	<p>Cohort 1 completed</p> <p>Cohort 2 funding approved via Workforce and OD Transformation Programme business case</p>	<p>Approval to proceed with cohort 2 scheduled for CMT/Leadership 7<sup>th</sup> February</p> <p>Review and refresh of coaching network</p>	Head of HR and Service Centre/ L&D Advisor (RH)

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Workforce Fit for the Future	<p>6. Develop optimal structures for the following directorates:</p> <ul style="list-style-type: none"> <li>• Adult Services</li> <li>• Child and Family Services</li> <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>		Currently under review with HoS / Directorates	
	7. Established workforce plans in each area	<p>HRBP team completed LGA workforce planning training June 2023</p> <p>New workforce planning template available for service areas to</p>	<p>Date to be confirmed for strategic leadership training session in April 2024</p> <p>HRBP's to provide support to each service area for completion</p>	Head of HR and Service Centre/HRBP's

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		complete alongside 24/25 service plans		
	8. Develop a new hybrid operating model	<p>Principles of post pandemic working model approved by Cabinet in October 2022</p> <p>Service area completion of post pandemic working models completed</p> <p>12 month review of operating models completed and reported to Cabinet November 2023</p>		<p>Head of HR and Service Centre</p> <p>Heads of Service</p> <p>Head of HR and Service Centre</p>
	9. Confirm new agency contract arrangements	<p>Procurement work around tender exercise and evaluation completed</p> <p>Contract award completed</p>	Comms roll out of agency contract and procedures ahead of 1 <sup>st</sup> April launch	Head of HR and Service Centre/Procurement
	10. Delivery of effective e-learning solutions in Fusion, particularly reporting functionality	Learn is live and available in Fusion for employees to use	Results of February reporting to be shared with Directorate teams ahead of end of year	Head of HR and Service Centre/L&D advisors (AL)

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		Scheduled reporting has taken place on a monthly basis since launch		
An Employer of Choice	11. Review and update Recruitment and Selection Policy	Included in HR Policy Development plan for 2023/24 but lower priority than other competing demands in policy framework currently	Stakeholder engagement on recruitment process from new starter and manager perspective scheduled for February 2024	Head of HR and Service Centre/Principal HRBP (CE)
	12. Develop a recruitment attraction approach	Not started	As above	As Above
	13. Review the application and selection process	Not started	As above	As above
	14. Creation of a modern onboarding and induction process	L&D team have reviewed corporate induction offering	Proposal for new induction process to be discussed at CMT/Leadership 7 <sup>th</sup> February  Roll out of new induction to commence	Principal HRBP (WM)/HRBP's (AG/RH)
	15. Review of job evaluation and pay and grading for senior roles	JEQ's completed by all Chief Officers and submitted to LGA for evaluation	Report to Council on outcome of exercise and pay models due 21 <sup>st</sup> March	Principal HRBP (WM)

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	as identified by a senior management review	Rank order exercise completed  Pay structure review complete	Rank order and right of appeal to be communicated to affected employees	
	16. Review the employee benefits platform and consider new offers	New shared cost AVC scheme approved by Cabinet in October 2023	Implementation scheduled for 1 <sup>st</sup> April	Head of HR and Service Centre/Payroll Manager
Workforce Wellbeing and Inclusion	17. Maintain and develop the 'Helping Hands' network	Recruitment & Training of New HH Volunteers complete  Recruitment for new volunteers complete	Ongoing training and support	Corporate Health, Safety and Wellbeing Manager
	18. Relaunch the 'Dying to Work' charter	Complete		HR&OD Manager
	19. Delivery of advice and support to reduce sickness absence	MOA advisors in place in three Directorates  Self management advice provided to managers	Proposals for revisions to management of absence and OH provision due at CMT/Leadership 7 <sup>th</sup> February	Head of HR and Service Centre/Health, Safety and Wellbeing Manager  MOA Advisors

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		<p>Manager Training delivered and OHA advice available</p> <p>Review of approach to sickness absence and OH provision completed October 2023</p>		
	20. Seek re-accreditation for SEQOHS	Complete		Health, Safety and Wellbeing Manager
	21. To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards		Proposal to withdraw this objective at next Workforce and OD Transformation Programme Board as the Healthy Working Wales Corporate Health Standard has been withdrawn by NHS/WG and is no longer an award to apply for	Health, Safety and Wellbeing Manager
	22. Establishment of a Workforce Equalities Group to address workforce equalities issues	The group has been established and met during 2022/23	Refocus of purpose of group as a result of new Strategic Equality Plan objectives for workforce	Head of HR and Service Centre
	23. Achievement of Disability Confident Accreditation Leader Status	"Employer" status achieved	Carry forward to 2024/25	Head of HR and Service Centre