

Workforce strategy priorities for 2022-2028

Action Plan

	Priority action	To do/actions and completion dates	Timescale	May 2023 Update
Skills & behaviours	<p>Train, develop and grow our workforce focusing on transferable skills as well as professional and technical skills</p> <p>Support and develop a flexible workforce who work for West Suffolk Council</p>	<p>Continue to support development of career pathways, mapping skills, knowledge and behaviours for succession planning, building in capacity and flexibility across the whole organisation.</p> <p>Identify career pathways which overlap in different disciplines across the services, bringing together common core skills and abilities, and transferable skills.</p> <p>Continue to maximise the opportunities the apprenticeship levy can offer to upskill our own staff in related subjects that will offer movement across the council's services.</p> <p>Increase skills and opportunities through matrix working, secondment and shadowing opportunities both internally and externally.</p> <p>Consider and support redeployment opportunities through vacancy management and project/group opportunities.</p>	<p>Where opportunities arise look at options but wider corporate career pathways until in a better place with workload (structures/transformation work)</p> <p>Business as usual</p> <p>Business as usual</p> <p>Business as usual</p>	
	<p>Deliver a suite of training for all reporting managers, team leaders, supervisors and chargehand, offering consistency to bring officers to a set standard.</p> <p>Supporting managers to understand their responsibility and approach to being an inclusive manager</p> <p>Peer managers networking</p>	<p>Deliver short sessions of training which bring our managers up to a consistent level of understanding across all grades, with relevant topics to support people management.</p> <p>Embed coaching and mentoring as core skills through training, networking and collaborative supporting managers to take responsibility and gain confidence and competence in dealing with people related matters.</p> <p>Support managers to take responsibility to access people management data which is available to them on a day to day basis through itrent – such as absence, annual leave, and personal data and build confidence and competence to deal with people related matters.</p> <p>Support and facilitate regular peer managers networking sessions, which brings the group of employees together and supports the training programme. Enable the learning from the training programme to blend with practical and best practice</p>	<p>Explore through L&D review in first half of 2023.</p> <p>Explore through L&D review in first half of 2023.</p> <p>Explore through L&D review in first half of 2023.</p> <p>Use Peer Network group to design an induction process/toolkit for new managers for implementation by end of next year. Leadership Development programme (project based) for Band 5/6 staff.</p> <p>Ongoing but looking to develop further.</p>	<p>Need to review diversity sessions, including manager sessions. Do's and Don't's for operational managers.</p> <p>Level 5 mentoring apprenticeship</p> <p>Feedback from managers on access to people</p> <p>New manager sessions</p>

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	Induct all new managers	sharing, which will support a consistent approach to people management and how and where to access information. Ensure new managers are supported through their induction to provide a base line of knowledge of WS people management policies and procedures, including access to management reports to support day to day people management such as sickness, annual leave, mileage, etc. Produce guides and toolkits to deal with day to day issues to empower managers to take responsibility for early interventions.	Ongoing.	Mgr induction. To review in 2024. Formal template plan. Corporate manager induction every 6 months, include finance, understand organisation. Expectations around people managing – policies in place for guidance – but also what we expect of managers. Induction to complete mgr skills matrix to support training plan. Promote internal and external appointments. Lead by Director, supported by HR
	Develop a future inspiring leader's programme for band 7/8 staff	Deliver a yearly programme of interventions to support the development of Band 7/8 employees for future aspiring leaders, identified through the PDR process and to training and development.	First programme running in 2023. Next programme running in 2024 for Band 5 and Band 6. 2024 for Band 7/8 programme	
	Support and encourage a culture of engagement, ensuring all employees have a voice	Different models of engagement to ensure that staff can have a voice that is listened to and is used to influence and shape the service delivery, supported by focus groups where needed. Support team meetings and other events (corporate induction, wellbeing events) to showcase and promote HR, payroll and L&D information, and benefits package.	Part of L&D review. Specific piece of work looking at engagement with Operations. Wellbeing survey planned for next year. Ongoing.	
	Actively influence in appropriate networks across the Suffolk system and wider	Working with partners on the Suffolk wide graduate scheme Look at opportunities to work together in the L&D space to offer consistent public sector training.	Currently 7 in Suffolk, 1 placement at West Suffolk. Part of L&D review by end of next year. Look at opportunities for crossover with corporate programme.	

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	Provide different ways of learning for our staff	<p>Embed Take Time to Learn through staff engagement and develop a learning culture of peer learning, action set learning, information sharing as well as traditional L&D methods.</p> <p>Support service training plans and personal development aspirations through the PDR process by coaching and mentoring managers</p> <p>Offer of L&D through different ways, different subject matter, and through employee engagement and feedback to ensure the offer is current, relevant and supports the organisation culture and priorities</p>	<p>Part of L&D review.</p> <p>H&S modules part of iLearn early next year.</p> <p>Part of L&D review to establish what sits in PDR process and link with training plans.</p> <p>L&D Review – on going</p>	Completed 2023
Recruitment & Retention	Develop and deliver the onboarding module of iTrent	<p>Introduce online processes for all new starters to include staff being able to upload own documents, electronic signatures.</p> <p>Enable some basic training to be completed prior to starting employment.</p> <p>Develop the module to be more informative for new employees, to support agile working and connectivity across the workforce.</p> <p>Categorise e-induction packs for service/operations.</p> <p>Produce a managers guide to onboarding to include links to info/guides</p>	March 2023.	On boarding module project. Go live by end of September 2023. Due to deliver self-service once members on MiHR early June 2023
	Get a better understanding of what attracts people to work here, why they like working for us and why they stay	<p>Work with focus group and comms to capture “why work at WSC”. Promote the recruitment website with personal profile stories “why I work here”.</p> <p>Continue to use staff focus groups to have insight into issues staff want to raise, improve and develop initiatives, capturing the energy and commitment of staff who want to engage in making a difference.</p>	<p>Consider a pulse survey.</p> <p>Second half of 2023.</p> <p>Comms working on promotion of Waste vacancies now by speaking to existing staff.</p>	<p>Review in 2024</p> <p>Promotional videos in use.</p>
	Develop and deliver inductions for all new staff	<p>Deliver corporate induction, working with the CEO and LT and relevant market stalls to welcome all new employees</p> <p>Offer a comprehensive induction process and guide for all new managers including signposting to key documents, policies and processes.</p> <p>Develop an approach to connect new starters to the organisation to support future corporate inductions – 2024.</p>	<p>Business as usual</p> <p>Business as usual</p> <p>Explore options and aim to have something in place for September 2023.</p>	Review in 2024

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		Develop an on-line staff handbook – end 2024	June 2024	New starters stand at corporate induction
	Creative recruiting to include effective use of recruitment methods to target specific applicants for hard to recruit positions, increased use of social media for advertising	Working with comms business partners to ensure full utilisation for social media for advertising. Review advert content and design, working with a focus group. Review processes to identify and address any disparity of equal opportunity. Ensure that we embed a culture of review for recruiting roles which considers and focuses on skills now and future needs, and to support attracting a wider and diverse pool of talent, local jobs for local people. Reduce advertising costs by using social media and other advertising methods.	Some elements ongoing but overall review completed by June 2024	Review June 2024
	Use promotion of the employer of choice through maximise the recruitment website	Continue to ensure recruitment web pages are up to date, current and refreshed. Focus on stories and personal experience to bring the website to life and relate to potential applicants. Promote agile working through story telling throughout the advert to offer process.	Link to above action (June 2024).	June 2024
	Ensure we embed different approaches and ways of working to employment	Continue to support agile working opportunities to attract candidates and to support managers to manage. Consider flexible offers such as sabbaticals and career breaks, where appropriate, to provide opportunities for staff to return bringing back enriched skills and abilities achieved through different experiences	Business as usual, promoted in adverts. Business as usual linked to Workforce Planning.	
Pay, reward & recognition	Ensure staff are aware of the value of their employment package	Work to produce an employee specific total reward statement to ensure staff can make informed decisions and to support retention. Draft statement produced May 2023	September 2023	Pushed back to September 2023
	Continue to ensure our pay line is fit for purpose	Benchmarking against other councils to ensure our pay grades are comparable whilst maintaining our own layers and job families and the NJC JE scheme.	Always under review.	
	Continue to work with Reward Gateway in order to promote the WSWS benefits and increase engagement and show cases "good	Build on the benefits we offer to include discounts, vouchers, employee assistance programme, Tusker, SmartTech, Doctor helpline 24/7, on line 24/7 counselling, legal help line, Salary Finance (financial platform for education and loans), Cushon (savings schemes), Cycle to Work, The Wellbeing Centre and use storytelling to promote and share with employees to ensure our staff get the best out of what is on offer to enhance their whole employee package	Ongoing.	

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	news savings" through staff experiences	AVC Wise. Presentation to LT in October 2023 – salary sacrifice		
	Promote and celebrate our non financial benefits	Promote the range of non-financial benefits which make up our total employee offer including agile working and work life balance policies, our investment in learning and development and apprentice opportunities to upskill and retrain staff, our commitment to health and wellbeing of our staff being of utmost importance and our staff recognition through Staff Awards Introduce e-cards and e-communications to recognise achievement.	Ongoing at corporate inductions and wellbeing events. By the end of 2024.	Can send thank you cards on MsTeams
	Gender pay and pay policy reporting and designing actions to support this	Gender pay and pay policy continues to be positive, with no need for interventions to address any issues. However, all our policies and initiatives must be mindful of the need to ensure equality and diversity and transparency in design. Undertake both gender and ethnicity pay gap recording. Data cleanse to be completed / promoted. January 2024	Ongoing.	January 2024
Health & Wellbeing	Provide initiatives that support the building of resilience and wellbeing and the ability to take responsibility for our own health, recognising the opportunities to do so	Continue to develop the engagement of our Wellbeing Champions, Domestic Abuse Champions and Mental Health First Aiders. Review numbers of champions and the services they represent. Work with the Menopause support group to offer peer support to colleagues and share experiences and feedback. Bringing the groups together to better understanding how to use going forward, understand each other roles. Co-ordination role on Domestic Abuse champions	Targeted sessions on domestic abuse and alcohol dependence next year. On going	2024 End 2023
	Support the health and wellbeing of our staff	Support managers to lead by example in wellbeing initiatives which benefit teams. Calendar of health initiatives / events to include 3-4 key health events each year, updates, information and support groups. Continue to work with the external counsellor/life coach to deliver group sessions which supports individuals to support others and increase connectivity across the workforce and introduce topics of commonality.	Business as usual. Business as usual. Business as usual building on existing work and working with new intern in 2023.	New sessions September 2023

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		Work with Service Manager for Operations and Unison to develop a varied wellbeing plan for the depots to include Men's Health Week and other events.		Use work of the intern to develop new programme
	Join in and promote national initiatives such as Workplace Challenge, Stoptober, Mental Health at Work week, etc	Work with a wide range of providers including Mind, OneLife, NHS, Gipping, Bury Physio, to offer national initiatives and take advantage of free support and offers where possible. Wellbeing Suffolk; Realise Futures; AFP; SNEE.	Ongoing.	
	Ensure we offer relevant and timely health and wellbeing initiatives	Collate valuable data and feedback from pulse surveys, a focus group consisting of wellbeing champions and managers and attendance of events to ensure good take up of events and relevance. Mini poll to find out what topics staff would like covered. - Investigate which events staff value and why events are attended to inform the offer.	By end of 2023 linked to review of champions. Look to produce a quarterly wellbeing newsletter starting early 2023.	See above. What topics going forward on wellbeing
	Work closely with our managers in terms of health and wellbeing issues	Work with managers to collate service intelligence on issues relevant to health and wellbeing and together work to consider practical support through connectivity and individually. Managers are key to health and wellbeing, ensure all operational managers are fully equipped both in terms of knowledge and skills to support the health and wellbeing agenda and prioritise attendance at events and corporate training which support this subject.	Ongoing through HRBP work. Ongoing through Peer Networking group. Health and wellbeing will be key to Band 5/6 development programme.	Mgr peer networking group and service managers – what issues dealing with.
	Support an open and inclusive culture	Support and encourage our staff to engage with staff network opportunities such as pulse surveys, surveys, focus groups and encourage a culture where staff have confidence to have a voice and a safe space to share issues, concerns, ideas and take responsibility and ownership with regards to health and wellbeing of themselves, others and the organisation. Manager peer networking group, youth networking group, Sarah Lindley-Parker sessions.	Business as usual, continually encourage through networks using those opportunities and the champions.	
	Raise awareness of stress and stress related absence/performance	Coach managers to recognise early signs of stress to enable them to have confidence to take early steps to support employees, especially understanding agile working and home and work life conflict issues and balancing organisational and service needs. Ensure all new managers attend stress awareness/MHFA training. Increase coaching / mentoring offer.	Peer Networking session in 2023 linked to new ways of working. Longer term piece of work linked to Manager induction training. By end of 2023.	

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		Train champions to act as ambassadors in services to promote benefits.	This will happen as part of action learning sets.	
Future Planning	Building resilience	Encourage a stronger commitment and fluid movement of staff to gain experience and new skills across the organisation to be able to support demand.	Ongoing	
	Redesign workforce planning requests to consider medium and long term potential needs	Use workforce planning requests to consider future needs as well as current. Move away from recruiting like for like and the here and now and horizon scan to consider medium and long term. What is this role likely to look like in two years' time? Does this role currently reside in the right place? Where are there synergies across the organisation which this post would sit better with? Review recruitment request form to include other questions – i.e. is the post sitting in the right team / service.	Ongoing	
	Ensure succession planning is an essential part of a service role	Work with services to establish future staff needs and map against current succession planning to ensure services are future proofing service delivery. Produce guidance on job families, organisational structure and layers, spans of control as a template for managers including job evaluation principles. Add this into the manager induction programme.	Ongoing linked to restructures Ongoing	
	Use employee feedback to shape the future	Draw on information and intelligence from staff surveys to inform future workforce planning decisions and actions.	Ongoing	
	Consider workforce planning priorities across the whole organisation	Develop a map of where skills and abilities sit in the organisation that can be deployed across a multi disciplinary organisation, supporting transformation and organisational change to maximise the ability to retain staff.		
	Map the outcomes against the actions	To be completed at end of 2028.		
		Continued use of Pulse Surveys.		
Other	Communications	Prepare an employee friendly workforce strategy document and ensure that such documents are reproduced to provide information and engagement. Work with comms.	By 2024	
	Translate the strategy to all our workforce so that everyone owns it and has a roll in it	Produce a yearly update of achievements and communicate to all staff through staff briefings. Use of i-blog for updates i.e. Menopause.		