



Corporate Overview and Scrutiny Committee

A meeting of the Corporate Overview and Scrutiny Committee will be held at The Forum, Moat Lane, Towcester, NN12 6AD on Tuesday 10 May 2022 at 6.00 pm

Agenda

1.	Apologies for Absence and Notification of Substitute Members
2.	Declarations of Interest Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.
3.	Minutes (Pages 5 - 10) To confirm the Minutes of the meeting of the Committee held on 15 March 2022.
4.	Chair's Announcements To receive communications from the Chair.
5.	Urgent Business The Chair to advise whether they have agreed to any items of urgent business being admitted to the agenda.
6.	People Strategy (Pages 11 - 134) (6:05pm – 7:00pm) The Committee to provide scrutiny input to the 50 key actions contained within the West Northamptonshire People Strategy.
7.	Asset Management (7:00pm – 7:40pm) The Committee to receive a briefing on the emerging asset management strategy in

	order for it to consider future scrutiny activity in relation to Asset Management processes. The Committee shall also receive a summary of the Council's emerging strategy for disposals in forthcoming financial years.
8.	Review of Committee Work Plan (Pages 135 - 140) (7:40pm – 7:50pm) To review and note the Committee Work Plan.

Catherine Whitehead
Proper Officer
29 April 2022

Corporate Overview and Scrutiny Committee Members:

Councillor Danielle Stone (Chair)	Councillor Andrew Grant (Vice-Chair)
Councillor Sally Beardsworth	Councillor Michael Brown
Councillor Paul Clark	Councillor Maggie Clubley
Councillor Rupert Frost	Councillor Keith Holland-Delamere
Councillor Mark Hughes	Councillor David James
Councillor Koulla Jolley	Councillor Ian McCord
Councillor Colin Morgan	Councillor Ken Pritchard
Councillor Azizur Rahman	Councillor Richard Solesbury-Timms
Councillor Walter Tarasiewicz	

Information about this Agenda

Apologies for Absence

Apologies for absence and the appointment of substitute Members should be notified to democraticservices@westnorthants.gov.uk prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare that fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

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Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

If you have any queries about this agenda please contact Tracy Tiff, Democratic Services via the following:

Email: democraticservices@westnorthants.gov.uk

Or by writing to:

West Northamptonshire Council
One Angel Square
Angel Street
Northampton
NN1 1ED

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Corporate Overview and Scrutiny Committee

Minutes of a meeting of the Corporate Overview and Scrutiny Committee held at The Guildhall, St Giles Square, Northampton, NN1 1DE on Tuesday 15 March 2022 at 6.00 pm.

Present	Councillor Danielle Stone (Chair) Councillor Andrew Grant (Vice-Chair) Councillor Sally Beardsworth Councillor Paul Clark Councillor Maggie Clubley Councillor Rupert Frost Councillor Keith Holland-Delamere Councillor Mark Hughes Councillor David James Councillor Koulla Jolley Councillor Ian McCord Councillor Ken Pritchard Councillor Richard Solesbury-Timms Councillor Walter Tarasiewicz
Apologies for Absence:	Councillor Colin Morgan
Officers	Martin Henry, Executive Director - Finance (Section 151 Officer) Tracy Tiff, Deputy Democratic Services Manager Maisie McInnes, Democratic Services Officer

48. **Declarations of Interest**

The Chair declared a personal interest as the Chair of Northampton Town of Sanctuary which have previously worked with Jay Baughan and the Changemaker Incubator.

49. **Minutes**

The minutes of the previous meeting held on 7 February 2022 were agreed and signed as a true and accurate record of the meeting.

50. **Chair's Announcements**

The Chair welcomed everyone to the meeting and shared that at a previous meeting, training for Overview and Scrutiny was requested and this was currently being arranged and would be circulated to all non-Executives when finalised as the draft training programme was being reviewed by the Monitoring Officer. Once confirmed a

date would be set and an email to inform all Overview and Scrutiny councillors would be circulated.

51. **Urgent Business**

There were no items of urgent business.

52. **Social Values Act 2013**

The Chair introduced the agenda item and explained that the Corporate Overview and Scrutiny Committee had received a presentation on Social Value at previous meetings from the Director of Corporate, and the Association for Public Service Excellence (APSE) and introduced Jay Baughan from the University of Northampton who would be delivering a presentation on the Social Values Framework.

At the Chair's invitation, Jay shared that he attended the previous meeting and had since designed a framework to support and fund the voluntary, charity and social enterprise sectors and extract social impact research. He explained that it was a collaborative exercise that included the NHS, Police, and other organisations to secure procurement, which would benefit these underfunded and under resourced charity and funding groups.

Jay Baughan delivered the presentation on Providing a County Framework which Defines, Sustains and Measures Socioeconomic Development within Northamptonshire.

The Chair thanked Jay for his presentation and invited members to ask any questions. Members requested more information on how the initiative would work and how income would be generated. Jay responded that to some extent there was an element of buy-in as there was a business membership fee that was required but money would be split between the four thematic pots and shared amongst the community. In terms of generating income, Jay explained that many businesses had a requirement in their contract to deliver a contribution to social value, and the initiative honed in on this requirement by managing this in the procurement stage of contact agreement and helped to reengineer and channel this money to the right place. Members asked if the Changemaker Incubator had charity status and Jay confirmed that they did obtain charity status.

The Chair emphasised the positives of the social value approach as it created more investment in the community and encouraged businesses to deliver greater social good and the Changemaker Incubator helped drive the alignment of funds to where it was needed in the community.

Members expressed concerns that if businesses were allocating a percentage of profits to the social sector then they may raise prices to customers so residents would be paying more to cover the cost. Members were also concerned that local businesses would miss out if they could not cover the cost of the business membership.

Members asked when the meetings relating to social value would take place and who was invited. Jay responded that meetings would take place at the University of Northampton and there was an open invitation for organisations in the voluntary, charity and social enterprise sector to attend, and the purpose of the meetings was to ensure that suppliers were informed and increase transparency regarding social value spending. Access to the social value framework was available for everyone.

Members felt that the social value concept could be better explained as it is not a new concept, as it reimagines the idea of people coming together to give a little for the greater good.

The Executive Director of Finance asked how the four thematic pots would be funded and how contributors would benefit. Jay responded that each supplier would commit to an amount of money for the lifespan of their contract. The Executive Director asked a supplementary question on how the framework would harvest the money contributed and how they made sure that businesses put in. Jay answered that they allowed businesses to present their case, and they would inform the Council on the amount of money received and commitments would be detailed in their statement of social value.

Jay confirmed that we allow them to present that back to you – amount of money we receive, statement of social value. As for benefits, he shared that this was already a part of their business contract as part of their social value commitment in the procurement process. Businesses would also receive data such as metrics to demonstrate their social value commitment as well as marketing and PR benefits from publicity.

The Chair thanked Jay for attending the meetings and Members for their contributions. The Chair concluded the discussion and informed Members there were no recommendations, and the presentation was for information only.

RESOLVED:

- 1) That the Corporate Overview and Scrutiny Committee received and noted the presentation on Providing a County Framework which Defines, Sustains and Measures Socioeconomic Development within Northamptonshire.**

53. Treasury Management

The Chair explained that a Task and Finish Group that would have the remit of Treasury Management, with a focus on ethical investments efficiencies looking forward would be convened and the inaugural meeting would take place in June 2022.

The Chair asked Members to indicate if they wished to form part of the Task and Finish Group and explained that the scope of the Treasury Management working group would be presented for approval to the Corporate Overview and Scrutiny Committee in July 2022.

RESOLVED: That the Corporate Overview and Scrutiny Committee agreed that:

- 1) A Task and Finish Group of this Committee is set up to investigate Treasury Management. The Task and Finish Group would be Chaired by Councillor Danielle Stone and Councillors Beardsworth, Holland-Delamere, McCord and Solesbury-Timms would join the Task and Finish Group membership.**
- 2) The Chair of the Corporate Overview and Scrutiny Committee would contact all non-Executives inviting those with an interest in the topic to join the Task and Finish Group. Membership of the Task and Finish Group would be limited to two non-Executives**

54. Modernising Systems

The Chair explained that in the work programme there was suggestion for a Scrutiny Inquiry day to investigate systems in place at the council for members to consider their effectiveness and value for money which would look at HR, IT, Legal services, customer services and pay roll.

The Chair opened the discussion and asked Members to consider if they preferred an intensive session or to have a few hours over multiple sessions to investigate modernising systems.

Members discussed and agreed that a two-day exercise would be beneficial, and members could be tasked to review different areas over breakout areas on zoom.

The Chair confirmed that as agreed by Members there would be two evening sessions starting at 5pm, and there would be a lead member for each breakout room over zoom that would summarise the discussion and report back to the main group. The Deputy Democratic Services Manager would contact Members to find out which topics Members would prefer to discuss and then would be assigned to the various breakout rooms.

RESOLVED:

- 1) That Members agreed the Modernising Systems sessions would take place over two days starting at 5pm**

55. Review of Committee Work Plan

The Chair introduced the agenda item and asked Members for their suggestions. Members suggested that the Corporate Overview and Scrutiny Committee review the Children's Trust and the budget in line with corporate plan. The Executive Director of Finance shared that quarterly budgets could also be brought to the committee and the budget would be brought to the Corporate Overview and Scrutiny Committee much earlier next year, around October. The Chair suggested that a deep dive of contracts by APSE could be recommended to Cabinet for example areas such as Highways or Waste. Members suggested we could look at the current contracts the

predecessor Councils had before the new WNC contracts were signed to give scrutiny on lessons learned for the new procurement process.

The Chair shared that the Corporate Overview and Scrutiny Committee had been requested to provide their scrutiny input on the People Strategy that had been received by Cabinet. The Deputy Democratic Services Manager would circulate this document to members before the meeting in May/June for members feedback before the next committee meeting.

The Chair shared that information regarding Asset Management would be presented to the Committee at its next meeting prior to any Scrutiny activity work being set up and the Expenses Policy Task and Finish Group had been delayed and further information would be provided as soon as it was available to be scheduled. The Chair thanked everyone for attending and concluded the meeting.

RESOLVED:

- 1) That members noted that the Expenses Policy Task and Finish Group had been delayed and will commence in 2022. As soon as further information is available this Task and Finish group can be rescheduled.**

The meeting closed at 7.24 pm

Chair: _____

Date: _____

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WEST NORTHAMPTONSHIRE COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

25th May 2022

Report Title	Update on People Strategy (2021 – 2025) and Delivery Plan
Report Author	Sarah Reed, Executive Director of Corporate Alison Golding, Assistant Director of HR

Contributors/Checkers/Approvers		
MO	Catherine Whitehead	27 April 22
S151	Martin Henry	26 April 22

List of Appendices

Appendix A - People Strategy

Appendix B – People Strategy Portfolio Plan

1. Purpose of Report

- 1.1 To provide an overview of the new People Strategy, the underlying project activity and to provide an update on progress with delivering the key commitments. To also seek challenge and feedback from the committee into additional actions that could be taken in both the short and longer term.

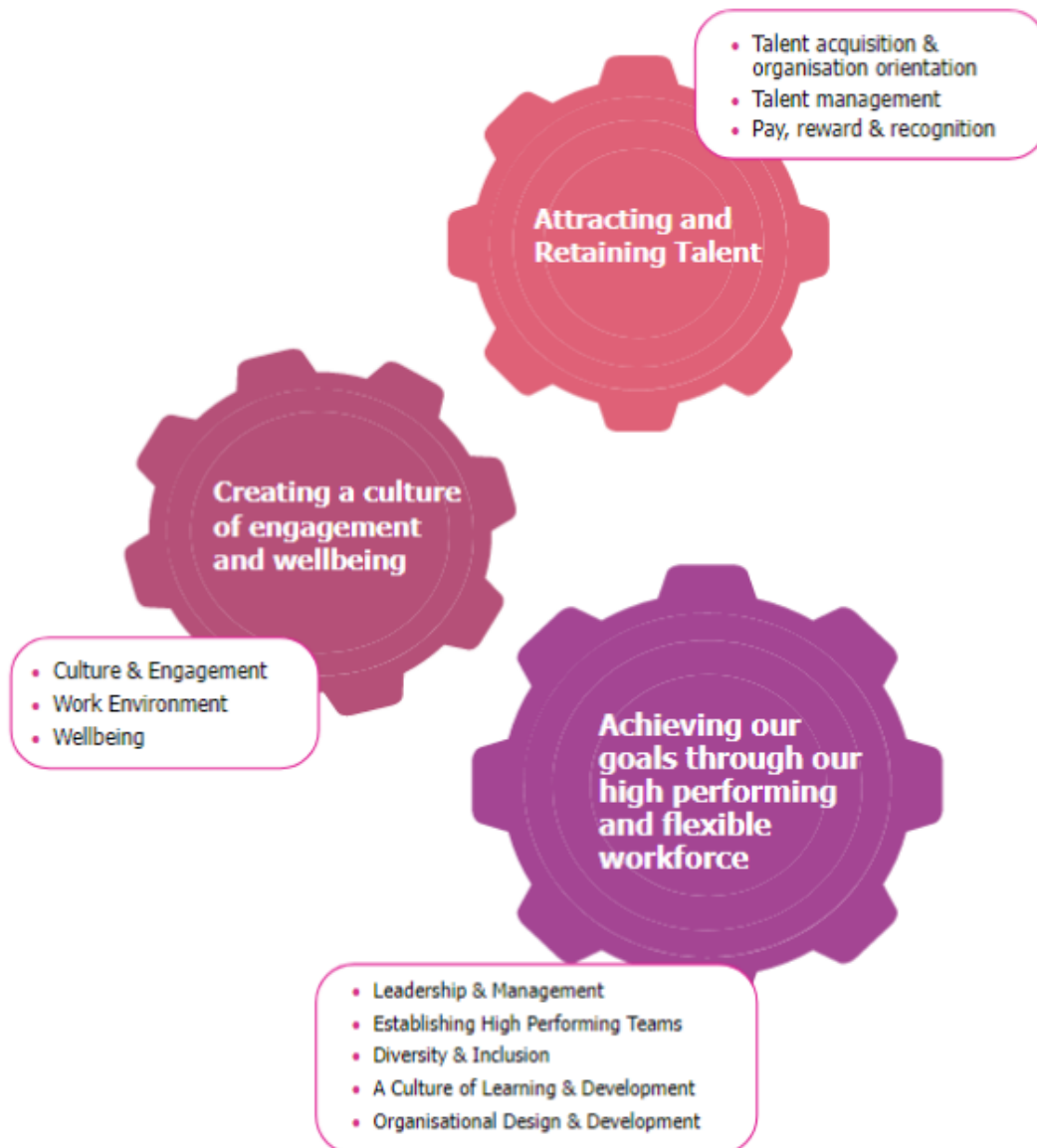
2. Executive Summary

- 2.1 The People Strategy has been developed and agreed at Cabinet in February 2022. The strategy directly supports the Council's Corporate Strategy to help everyone to reach their fullest potential, empowering them to help make West Northamptonshire a great place to live, work, visit and thrive.

2.2 The delivery of the vision and priorities of the Corporate Strategy can only be achieved if we are able to retain and recruit the right people, with the right skills and the right attitude, those who will innovate and collaborate to deliver transformation of our services and maximise our organisational potential. The People Strategy sets out what we will do to make sure that we have the skills to deliver the outcomes for West Northants set out in the Councils corporate plan.

How will we achieve our vision?

The people strategy is a critical building block of West Northamptonshire Council's Corporate plan. It contains three key strategic themes, each comprised of several different underpinning workstreams, projects and deliverables:



3. Recommendations

3.1 It is recommended that:

- Scrutiny Committee note the progress made to date, the underlying delivery plan and provide any insights and suggestions for future improvements and actions.

3.2 Reason for Recommendations

3.2.1 To challenge the work done to date and to support the Council's improvement journey.

4 Report Background

4.1 The People Strategy has been developed following extensive engagement with staff, including focus groups, drop-in sessions, pulse surveys and full employee survey and a range of working groups.

4.2 Attracting and retaining talent

Key actions in the strategy include:

- Improving the processes that support recruitment and designing different strategies for hard to fill roles.
- Promoting WNC as a local employer and developing the brand.
- Improving the on-boarding and induction processes and introducing 'our west way'.
- Reviewing and improving Equality and Diversity considerations in the workplace.
- Development of new Pay and Grading model for WNC.
- Development of the Employee offer including non-financial reward and recognition.
- Talent management and succession planning with an inclusive approach incorporating business critical roles in addition to leadership and management.
- Developing an approach to work experience, school outreach, traineeships and internships for the council.

4.3 Creating a culture of engagement and wellbeing

Key actions in the strategy include:

- Delivering actions arising from the Employee Survey and supporting the development of strong teams and directorates.
- Undertaking range of engagement and participation events, including the Big Conversation for Employees.
- Developing Future Ways of Working Programme and policies and processes to support agile working.
- Design and embedding of behaviours framework.

- Development of Wellbeing Strategy and delivery of employee wellbeing focused initiatives.
- Improving engagement and participation of frontline and those with limited technology.

4.4 Achieving our Goals through our high performing and flexible workforce

Key actions in the strategy include:

- Improving leadership and management skills and competencies across all management tiers.
- Supporting training and development needs of all staff enabled through new performance management framework.
- Developing clear strategy aligned to the LGA Equalities Framework to delivery equality, diversity and inclusion in the workplace. work around diversity and inclusion.
- Focus on
- Development of an apprenticeship strategy.
- Setting organisational design principles for WNC.
- Development of learning culture at WNC with focus on self-directed learning assisted by action sets.

5 Issues and Choices

- 5.1 The Strategy has now been set and the three pillars unpinned with an extensive work programme. There are still opportunities for additional actions and focus over the next three years.

6 Implications (including financial implications)

a. Resources and Financial

The financial implications relating to HR pressures have already been flagged as part of revenue reporting and proposals are being developed for the medium-term financial plan.

b. Legal

A robust People Strategy supports the Council in delivery its wider legal obligations to staff

c. Risk

The Council's strategic risks include the one risk related to HR (Workforce Skills and Capacity) are addressed within this report

d. Consultation

There has been extensive consultation with employees and engagement sessions to involve WNC employees, including the use of the staff networks and using current directorate working groups and forums.

e. Consideration by Overview and Scrutiny

N/A as the report already provides for this.

f. Climate Impact

This has been a key consideration for how we work (our Future Ways of Working project) and the impact of being able to work in more agile ways, reducing car mileage and maximising technology.

g. Community Impact

The work on THRIVE values, setting the culture, developing a strong workforce all contribute to delivering better outcomes for local people. Many of our employees live in West Northants and the council is trying to maximise their insights too.

7. Background Papers

None

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**West
Northamptonshire
Council**

Fresh Start

Bright Future

Our West Way

People Strategy

2022–2025

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Putting Our people at the centre – Our West Way



We are delighted to introduce our first People Strategy, following the formation of West Northamptonshire Council on 1st April 2021. It has been developed to support the Council's vision, values and commitments from our [Corporate Plan](#). Our Council's vision is to make West Northamptonshire a great place to live, work, visit and thrive.

Our People Strategy is about our workforce. It explains what we will do to make sure that we have the skills to deliver the outcomes for West Northants set out in the Councils Corporate Plan. To attract and retain those skills, we aim to ensure the Council is a place where:

- people aspire to work,
- there is an opportunity to learn and grow,
- workforce achievements are acknowledged and recognised,
- the work environment is safe, healthy, diverse and engaging.

This document shows some of the ways we will be supporting this, by working with our employees to build the capability, skill, behaviours and culture we need to make this vision a reality.

It aims to ensure that West Northamptonshire Council is an employer of choice, providing a stimulating and rewarding sustainable environment for its people.

Assembling a unitary council was a major change for our people, having transferred in from four predecessor organisations. We are a new Council and this is a fresh start for our people. We have already invested £3.1 million in pay for 2021/22, exceeding our initial pay budget to ensure the lowest paid received the greatest uplift. This is also our opportunity to set out what type of employer we want to be, what our employee offer should look like, and to set out what activities and key projects need to be undertaken to get us there.

The Council recognises the importance of co-designing our future organisation with our people to establish the 'West Way'. To make this happen, we have been actively seeking views, opinions and suggestions internally through all staff Chief Executive briefings, bespoke focus groups, Trade Union forums, staff networks, transformation coffee mornings and internal 'pulse' surveys, to name but a few.

Our first Employee Survey was also launched in October 2021. We had a good response rate with rich information from our workforce across all services and roles. Our employees told us what we do well, but crucially where we could do better and how they wanted to be supported. We now need to act on this, to drive change and deliver best practice across the authority. This level of two-way communication and engagement is a conscious direction and is a step towards developing: our culture, the 'West Way', and a work environment that reflects our values, one which enables all our employees to THRIVE.

Anna Earnshaw, Chief Executive

Councillor Mike Hallam, Cabinet Member for Human Resources and Corporate Services

Introduction

Our employees are at the heart of the delivery of services to our community

We know that our employees are the heart of our vision, essential to delivering our key priorities as a Council and West Northants, with many of our employees living locally. Our People Strategy has been developed to help everyone to reach their fullest potential, empowering them to help make West Northamptonshire a great place to live, work, visit and thrive. The delivery of our vision and priorities can only be achieved if we are able to retain and recruit the right people, with the right skills and the right attitude; those who will innovate and collaborate to deliver transformation of our services and maximise our organisational potential.

Therefore, we want to retain our talented workforce by developing, engaging and empowering them in the delivery of key priorities. We want to become a chosen employer with a focus on improving wellbeing, trust, inclusivity and empowerment. We recognise that our strength is in our people, who have achieved so much to date as they have come together to form one council.

To establish a high performing and inclusive culture, which has innovation and collaboration at its core, we need to get the basics right. We need to understand our employees, engage and listen to them, ensuring effective feedback mechanisms are in place. This will enable us to provide opportunities, competitive pay and benefits and a learning culture for all to develop into their best selves and achieve their full potential.

As a newly established employer, we recognise that we have a lot to achieve and that we must move away from the legacy of the predecessor organisations, through thinking and delivering as one council. Therefore, this is an ambitious people strategy, underpinned by a significant programme of work to be delivered over the course of the next three years.

Setting out our employment offer, 'Our West Way', will ensure: fairness and transparency, appropriate reward and recognition, and clear management expectations, thereby fostering psychological safety in the workplace and a learning culture. This will create an environment where employees feel valued, and comfortable to share their thoughts and ideas, playing a key role in transforming services for our residents and making things better for all.

Our drive to thrive

Everything we want to achieve for West Northants depends on having the right people in place and doing the right things.

We need to retain, recruit and develop talented and committed staff to provide the best services for our local residents and businesses.

By making the most of people's skills and experience, we can take full advantage of the opportunities created by the new council. Everyone needs to be performing at their best to make the most of the opportunity we have with our new Council.

To support this, West Northants Council has developed a set of values in consultation with our staff, members and stakeholders. These values underpin how we work and what partners and customers can expect from us. We want to do our very best for our residents, service users and businesses and for our staff – we want everyone to THRIVE.

Similarly, where services are provided through partners or external organisations, we will work with them to make sure these values are carried through in delivering services on our behalf.

Our organisational culture will continue to develop as we carry on improving our services and ways of working as the new West Northamptonshire Council.

THRIVE

Our Core Values

TRUST

We are honest, fair, transparent and accountable. We can be trusted to do what we say we will.



HIGH PERFORMANCE

We get the basics right and what we do, we do well. We manage our business efficiently.



RESPECT

We respect each other and our customers in a diverse, professional and supportive environment.



INNOVATE

We encourage curiosity, we are creative and seize opportunities to grow individually as an organisation and as an area.



VALUE

We value each others skills, experience and ideas and we celebrate our similarities, differences and environment.



EMPOWER

We believe in people, will listen, learn and trust them to make decisions. We help people to realise their ambitions.



Our 6 corporate priorities

Green and Clean

1

Environment & Wellbeing

- Carbon neutral by 2030
- Climate summit in first few months
- Increased wildlife species & more trees
- Increased electric charging & energy efficiency
- Vibrant towns & villages
- High quality parks

Improved Life Chances

2

Health, Social Care & Families

- Healthy, safe and protected Children
- Increased aspirations in young people
- Investment in new schools & provision
- Adults supported to live independently
- Care provided for those that need it
- Reduced hospital stays and delays
- Joined up and local services with health
- Safe and secure accommodation for all

Connected Communities

3

Transport & Connectivity

- Improved road, rail and bus networks
- Completion of major roads projects
- Improved road quality
- Increased use of electric vehicle & charging points
- Enhanced broadband and mobile connectivity

Thriving Villages & Towns

4

Place shaping & Homes

- Regeneration of our core town centres
- Safer communities with less anti social behaviour
- Flourishing and supported small business
- Sustainable planning for growth
- Increased affordable housing & Council homes
- Raised standards of privately rented homes

Economic Development

5

Growth & Prosperity

- Published west strategic infrastructure plan
- Framework for long term economic growth
- Increased inward investment
- Building on our rich heritage
- Increased visitors to our attractions
- Infrastructure benefits and investment through our role in regional forums and plans

Robust Resource Management

6

Transparency & financial probity

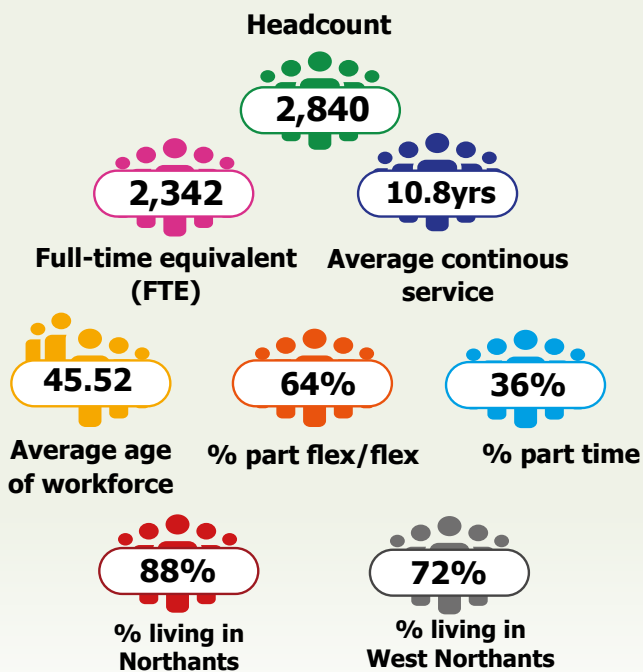
- Council tax rises capped at £99 a year
- Stable finances and rainy day reserves
- Robust scrutiny of spending
- Open and transparent decision making
- Financial prudence underpinning long term decisions and plans
- Optimised debt management

One organisation, one workforce

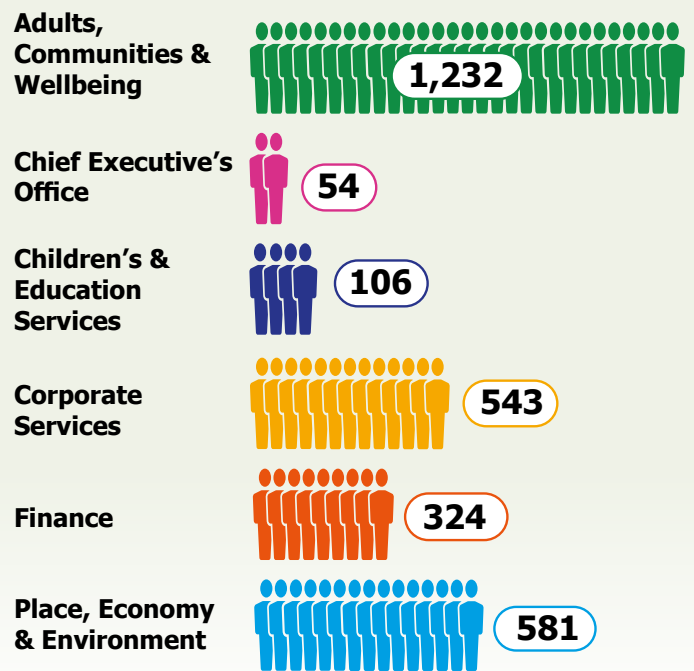
This is headline information on the makeup of our workforce, following the transfer of the four previous councils into the new West Northamptonshire Council unitary authority. As transferred data is limited in this area, there is more work to be done to understand our people and their protected characteristics. This now presents an opportunity to revisit the data and help employees understand the importance and personal benefits of sharing their data with us. This People Strategy and underpinning programme can then support individuals to becoming part of a high performing, inclusive workforce.

Data reflective of the establishment as at: 4th January 2022.

Make-up of our workforce



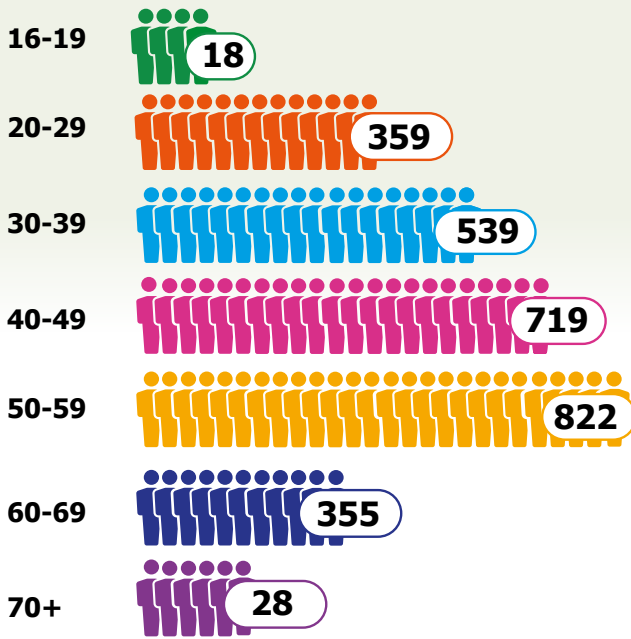
Workforce by Directorate



Breakdown by Workbase



Age of Workforce

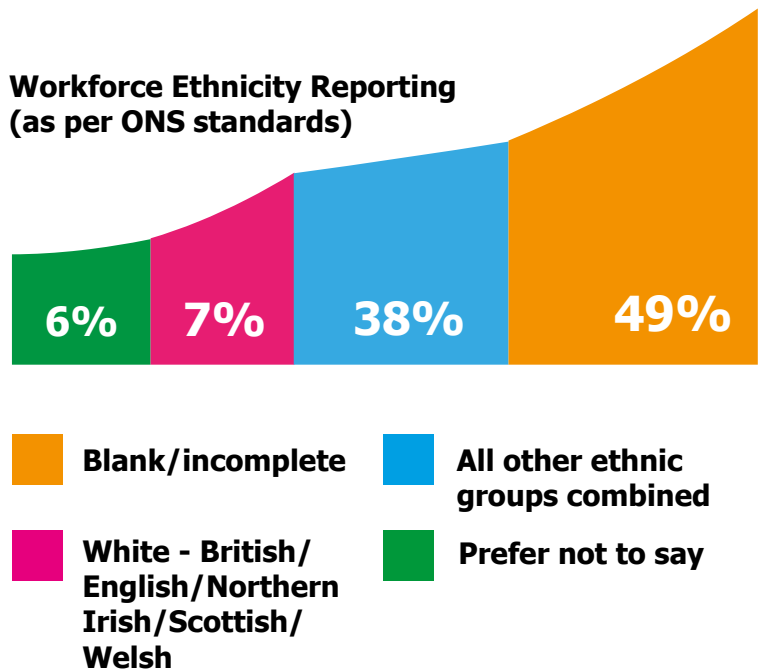


Gender, Diversity and Disability

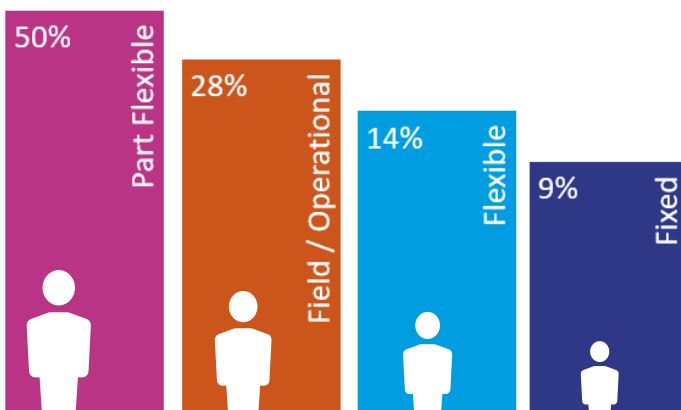
Gender	Female 2063 (73%)	Male 777 (27%)		
Protected Data	Diversity data not completed 1166 (41%)			
Disability	Yes 98 (3%)	No 627 (22%)	Prefer not to say: 177 (6%)	Blank 1938 (68%)

We have presented this data in line with the Office for National Statistics standards and advice published on Gov.uk. Unfortunately due to our high non-recorded rates, it is difficult to identify a true picture of the ethnicity of our workforce. Employees continue to have access to self service functionality in ERP Gold which enables our workforce to view, manage and amend their personal information and managers are continued to encourage employees to record their ethnicity and share their diversity data with us.

Workforce Ethnicity Reporting (as per ONS standards)



Ways of Working



We have identified 4 'worker types' in West Northamptonshire Council and the majority of our workforce undertake hybrid working. It is important that we ensure that our employees can work remotely and collaboratively with other council staff and other key partners and communities, and that they also are able to have a local presence, are visible and feel connected to our local communities.

Our first employee survey (Oct 2021)

As a new council, it was important that we commenced with a baseline of employee views to engage our workforce of transferred employees and new starters. We wanted to understand how our workforce were feeling following the transition to a Unitary council, and more about the different inherited cultures as we look to create a new one council culture for West Northamptonshire, in which all employees can THRIVE.



What did our people tell us?

What makes this a great place for people to work?

"The commitment of staff to do great things for their communities. The positive and helpful nature of colleagues."

"I feel proud to work within a business that really helps people - Not just in the extreme, but also with the smaller things that impact all residents. I am able to speak openly and honestly with my manager and I truly believe that she cares what I have to say, and that makes an incredible difference!"

"My manager and wider team are very positive, supportive and forward thinking, we have opportunities to help shape the direction of the service."

What would make this a better place to work?

"It would be good if there were more opportunities to get involved in organisational wide projects to enable more interaction with business areas that you don't generally come into contact with."

"Better opportunities for progression for entry level staff."

"Teams working together and not in silos - I have seen an improvement so fingers crossed we are moving in the right direction."

"Increase in communication of intended direction. Visibility of the council plan for the next 12 months, 3 years & 5 years."



54% of our employees chose to complete the survey (industry average 40-60%) which was ran by Best Companies, an independent provider. Best Companies was chosen to facilitate the survey as they use our response data to derive engagement scores, which can be compared against established companies in receipt of their 'Ones to watch' accreditation, which is a special status awarded to organisations where workplace engagement shows promising signs for the future.

As an organisation of just 6 months old at point of completion, our people gave us overall scores which were very close to more mature, accredited organisations in several areas including how they felt about wellbeing, my team and my manager.

The employee survey highlighted areas of opportunity and our workforce told us clearly where we could do better, including how they identified with West Northamptonshire as a new organisation as well as communication of priorities and direction from leadership. We now need to act on this insight, in order to make a difference and improve levels of engagement and satisfaction across every team, service and directorate.

What next?

Listening, co-design and action. Using focus groups and working with employees, managers, our leaderships team, staff networks and Trade Unions, we are designing action plans to deliver improvements. The cross-cutting themes arising from the survey are key areas for activity under this strategy. We will also be re-visiting areas with our pulse surveys to measure and understand the difference we are making.



Our 3 areas of strategic focus from our employee survey results



What do we want to achieve?

Our HR Service vision

Enabling the delivery of the six corporate priorities through our people, to help West Northamptonshire THRIVE:

HR Services will lead the creation and delivery of one culture for West Northamptonshire Council, with a focus on improving wellbeing, trust, inclusivity and empowerment. Our people will innovate and collaborate, delivering transformation of local government services and maximising organisational potential.

We will put in place strategies to attract, develop and retain a skilled, diverse and highly engaged workforce, operating in a healthy and safe work environment, to become a chosen employer for those living in Northamptonshire and beyond.

As well as excellence in delivering the basics of HR for our people, we will also support the design of career pathways enabling everyone to develop, from those at the start of their careers through to our experienced professionals. We aim to ensure individual potential can be identified, developed and rewarded.

We will know we have succeeded when:

We live our THRIVE values in the way we do our work and how we work with others.

We work towards a common purpose, we work collaboratively, we understand which areas are doing things well and we share that learning.

There is excellent management and leadership, our managers are advocates for change and drive improvement and innovation.

We understand the needs of our diverse workforce, we engage, we listen, we respond.

We take control of our learning and development regardless of what stage of our career we are at.

Individual and organisational wellbeing is embedded in everything we do. We are healthy, content, resilient and productive to collectively maximise the impact for West Northamptonshire customers.

We feel connected and engaged with our colleagues, our partners, our customers, whether we are working remotely or directly within the local community.



How will we achieve our vision?

The people strategy is a critical building block of West Northamptonshire Council's Corporate plan. It contains three key strategic themes, each comprised of several different underpinning workstreams, projects and deliverables:



Attracting and retaining talent

Talent acquisition & organisation orientation

Recruiting the relevant skills and abilities for current and future needs is key to the long-term success of the Council. We are developing a Talent Acquisition and Management Team to lead and support the council in becoming a chosen employer.

Over the next year and beyond, we will be developing an employer brand and employer value proposition, ensuring we are noticed in the markets to attract the best talent and tapping into organisations that support inclusion. To increase our pool of talent we need to ensure we are advertising in the right places. We established nine Staff Networks earlier in the year and working with this diverse range of our employees, we will widen our advertising opportunities and our candidate pools.

To enable us to support our talent acquisition ambitions, we are procuring a market leading recruitment and applicant tracking system that is scheduled to go-live in mid-2022. Supporting this, the Acquisition Team will provide easily understandable tool kits and training for managers to navigate the new system.

The importance of onboarding our new talent cannot be underestimated. The best candidates are now won and lost in the period after their offer and acceptance of a role, prior to starting. How we manage this period is therefore more important than ever and the delivery style and method of these first post-offer contacts will shape the candidates view of the true approach to engagement that the council takes.

The intention over the next year is to design this programme of first contact to include a buddy system, alternative use of technology to share and involve the new candidate in our culture, with information and contact that is informative and inclusive.

Care Leaving Champion: "I am going into my 7th month of being in this role and I just love it! Before I started I had a lot of anxiety about it but I can't express enough how welcoming and professional everyone was and it made settling in way easier."

Employee Survey: What can your organisation do to support you at this time? "Review processes for certain tasks such as the recruitment process it is so slow and inefficient." (anon)

We will:

- Identify and implement strategies for recruiting into hard to fill and high turnover roles
- Procure and implement a replacement recruitment system
- Provide short-term support mechanisms to aid managers in using the current e-Recruitment platform
- Develop our employer brand and define Employer Value Propositions (EVP)
- Develop an advertising strategy ensuring diversity, inclusivity and maximum coverage
- Develop work experience, intern & volunteering policy
- Develop a new three tier organisational induction programme
- Deliver orientation tools for each tier, including the implementation of a buddy system.



Attracting and retaining talent

Talent management

We are developing a defined, strategic approach to attracting, identifying, developing, engaging, retaining and deploying those people whose knowledge, skills and capabilities have been identified as key to the delivery of our objectives. The Talent and Succession strategy will also fully utilise apprenticeship opportunities.

We will be developing our internal and new talent by exploring available national and local initiatives to recognise ability through providing opportunities to those who's skill sets can be developed and deployed across the organisation. These initiatives include graduate schemes, apprenticeships and the development of our care leavers.

We will also design our own 'West Northants Futures Development Programme (FDP)' to develop internal employees to become the West Northants leaders of the future.

People Survey: What makes this a great place to work? "I have been given the opportunity to progress in my career within my team" (anon)

We will:

- Develop an in-house 'West Northants Futures Development Programme (FDP)', in addition to the National Graduate Development Programme (NGDP)
- Talent mapping & succession planning, identifying skills / capabilities of existing workforce, aligning to growth strategy
- Retention planning - Review exit interview process to create a consistent approach, metrics to inform retention strategy
- Assurance reviews to ensure Diversity & Inclusion underpins talent management and progression.



Attracting and retaining talent

Pay, reward & recognition

Following the transfer of four councils into West Northants on a variety of terms, conditions and remuneration, we are now in the process of designing our pay and reward strategy which will be a key tool in attracting and retaining employees, motivating them to deliver consistently effective performance against the corporate objectives.

To achieve this, we will create our new job family architecture and conduct extensive pay modelling, to design an affordable and attractive pay and reward model. We will also engage with our employees to understand how they flourish with recognition and how to maximise the opportunities to do this including lifestyle, benefits packages and flexibility.

This work will be the backbone of our career pathway design, as we know we have many career opportunities in West Northamptonshire, and we want to make it easier for all our people to see how they can develop and progress their local government career within our organisation.

Employee Survey: What can your organisation do to support you at this time? "Look into better benefits for staff, align pay sooner." (anon)

"Look at fair pay levels across WNC" (anon)

We will:

- Design new job family architecture
- Design a logical, transparent, legal and affordable new pay structure
- Create and develop our employee benefits offer
- Introduce benefits statements and utilise total benefits statements in recruitment activity
- Create our employee recognition frameworks, looking to develop multiple frameworks where everyone can find something that works for them.

Achieving our goals through our high performing and flexible workforce

Leadership & management

Our existing and new hire workforce will have a wide range of management and leadership skills, abilities and experience. We also recognise that how our employees are managed going forward in West Northamptonshire will impact on our levels of retention, attraction, performance, engagement, satisfaction, motivation, career progression and personal development. Our leadership and management community should inspire our workforce to innovate and collaborate, to be their best selves at work, and to become future leaders and managers in West Northamptonshire Council.

We are therefore designing a programme of leadership development for our tiers 1-3 leaders and across our management cohort including the use of level 5, 6 and 7 apprenticeships in leadership and management, mentoring and partnering with organisations that have established programmes. We will also be establishing internal and external coaching programmes and peer group self-learning, action learning sets, and developing this as a successful tool throughout the organisation.

Feedback from our People Strategy focus groups unsurprisingly showed inconsistency in management approaches through our new organisation. Transferring managers have a variety of styles and skills and it is therefore a priority to set standards and expectations for this group. Therefore closely relating to the leadership programme activity is our in-house Management Programme (MALPE) which is being developed to run over 12 weeks and will help to ensure consistency of message, management and direction of

travel across our management cohort.

MALPE is for experienced managers to brush up their skills and will also support the creation of management networks to share best practise.

Attendee of People Strategy Focus Group: "Developing a potential placement rotation with local public sector partners is an exciting proposition for development." (anon)

Employee Survey: What makes this is a good place to work? "My manager and wider team are very positive, supportive and forward thinking. We have opportunities to help shape the direction of the service." (anon)

We will:

- Design a Leadership Development programme for Tier 1-3
- Design a Management Development programme aimed at those new to management or managers/team leaders who require management development training
- Develop a mentoring programme, partnering with other councils/public sector partners
- Develop the internal and external coaching offer across WNC including for leadership
- Produce and sustain peer self-learning groups as a result of leadership / management training, enabling ongoing development.



Achieving our goals through our high performing and flexible workforce

Establishing high performing teams

To establish consistent high performing teams we are looking internally and sharing our successes and how they have been achieved between directorates, services and teams, respecting and listening to our peers.

The key to high performance is to co-design corporate, directorate and service plans so that all our people understand the key priorities and are fully engaged in the delivery of them. Also key is listening to employees, getting feedback and providing safe spaces to share thoughts and ideas, to design and innovate whether that is face to face in an office or virtually in a hybrid working environment.

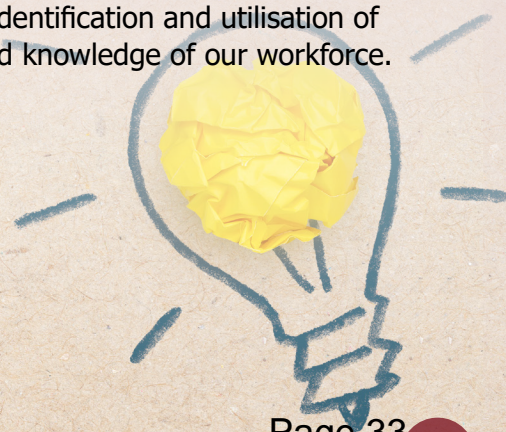
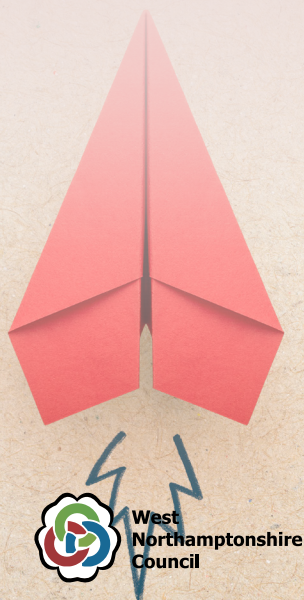
A performance management process that focusses on jointly setting clear objectives, reviewing, providing feedback and if necessary, re-establishing direction. It will also support the development of high performing teams. We will therefore develop a new, progressive and effective performance management programme with a focus on continuous feedback rather than backward looking reviews, on employee development and on innovation and enabling technology to deliver more for our residents. This will support employees to achieve their potential, their career goals and bring their best selves to work.

Apprentice, Leaving Care Team: "My line manager is very supportive of my ideas and the opportunity I have at hand."

Employee Survey, what makes this a good place to work? "I have the opportunity to create events and activities which show my talents and passions. My manager is encouraging and supportive, especially when it comes to my development" (anon)

We will:

- Review and develop our approach to managing individual performance, using external research, best practise and input from across our workforce
- Develop Psychological Safety in the workplace
- Remove silos to allow for cross workforce engagement and collaboration to enable knowledge sharing and expertise transfer
- Introduce Manager / Leadership Scorecards with positive success measures being shared and linked to teams and organisational performance.
- Ensure there are mechanisms in place to enable the identification and utilisation of the skills and knowledge of our workforce.



Achieving our goals through our high performing and flexible workforce

Diversity & inclusion

Inclusion is the access to equal opportunity and treatment within the workplace. It is proven to improve the culture and success of organisations by bringing together and sharing of a wealth of experience and ideas. How the council approaches diversity and inclusion in the workplace should reflect our ambitions for residents and vice versa.

Staff Networks were set up at the point of transfer to West Northamptonshire in April 2021. There are nine networks covering a range of areas to enhance employee inclusion through peer-to-peer support and a collective voice. These networks are a safe space to share concerns whilst also initiating and supporting organisational feedback, policy change and increased opportunities.

As well as the deliverables around diversity and inclusion through our talent management workstream we will be developing a five-year plan and target for inclusion in senior roles.

The starting position has to be a council wide review of the personal data held on our HR system ERP Gold. This is currently varied due to approaches at the transferring councils prior to April 2021. To develop a baseline, employees will be required to update their personal data using their self-service access. This will provide a complete set of personal data for all employees, to include the choice not to provide detail as a tick box. This information will then be used to understand a full picture of the council and where greater efforts need to be directed to increase opportunity for all.

Diversity and inclusion is of course more than a set of tasks, the focus is weaved through all of our People Strategy workstreams and future thinking.



Employee Survey: What would make this a better place to work? "The wider use of staff networks." (anon)

"More diversity in Leadership." (anon)

We will:

- Carry out action planning with employees and staff networks
- Conduct assurance reviews of recruitment processes to ensure transparency
- Introduce equality champions (enablers and supports) within the staff networks
- Develop a D&I strategy to ensure equality of opportunity for diverse workforce
- Baseline 'as is' workforce Diversity & Inclusion data including update of self-service personal protected characteristics data post transfer, to aid target setting to drive future inclusion.

Achieving our goals through our high performing and flexible workforce

A culture of learning & development

We encourage a learning culture across our workforce through in-house training and development programmes, apprenticeships, clear career pathways and graduate development/future development programmes. This culture is a key attraction criteria and also enables the organisation to deliver the corporate priorities through innovation and internally future proof and not solely rely on external options.

Starting from the beginning, we will be working with local schools and our closest universities to develop work experience, intern and volunteering programmes within a variety of services.

We will be researching and procuring appropriate Apprenticeship programmes to meet the needs of our Services, targeting hard to fill roles, supporting the delivery of career pathways and a range of personal development. Our strategy, as well as internal development, supports local residents into local government careers.

Fully developed learning cultures support and encourage self-directed learning. By the council ensuring the appropriate tools are in place and communicating where and how to use them effectively, individuals can then identify their own learning goals and drive their own development.



Employee Survey: What can your organisation do to support you?

“A clear and concise training programme.” (anon)

“Make sure there is adequate training for staff to develop their skills. If the organisation invests in its staff, the staff will invest in the organisation. the door swings both ways” (anon)

“Better training support to diversify skills so I can move to other departments/ services so that I can develop and grow my career. This also means if a need arises talent can be found internally to plug gaps within the organisation. Up-skilling should be a high priority.” (anon)

We will:

- Create and deliver an apprenticeship strategy for West Northamptonshire Council
- Identify and highlight existing career pathways, and create new ones, establishing links with partner organisations and referencing the new job family architecture
- Identify, design & expand tools in place to support self-directed learning so individuals can identify their own learning goals and drive their own development. Drive participation / update via effective communications
- Review mandatory training offer to create mandatory training based around job roles
- Review in-house core training offer (open programme offer) [once our learning and development service is brought back 'in-house'].

Achieving our goals through our high performing and flexible workforce

Organisational design and organisational development

Business partnering the organisation for transformation. Supporting and advising on service design, spans of control and layers, following corporate wide direction and encouraging digital analysis as part of the design of services.

Supporting the post transfer Transformation Strategy and enhancing the organisations performance, aligning workflows and resources with requirement and budgets.

We will:

- Review and make changes to the establishment to give a clearer view of the current organisational design, exploring the use of additional tools, e.g. modeller to support managers in better understanding the makeup of their workforce to inform transformation and change.
- Develop and agree the corporate approach to spans of control, organisational layers/ levels and scope within the organisational design
- Enable organisation wide adoption of appropriate technology including Power BI metrics for accurate tracking and reporting
- Ensure the organisation develops by having a planned and systematic approach to enabling high performance through the engagement of our people
- Deploy organisational development strategies around changes and improvement of the organisations' processes and structures
- Through organisational development expertise provide consultancy regarding processes and systems to directorates and services related to performance management, talent management, diversity and employee wellbeing.

Creating a culture of engagement & wellbeing

Culture of engagement

Workplace culture begins with its people and cannot be simply achieved through a top down mandate. Nor can culture be shifted overnight. It takes sustained effort from all levels across the organisation. We aim to have one clearly defined direction of travel on the culture with employees who are motivated and engaged, working in cohesive teams that collaborate across the organisation. We need individuals and teams to be clear on how they contribute to the success of the organisation, and their part in delivering the council priorities (the golden thread).

Over the last nine months Council wide engagement opportunities have been high, from "all staff" briefings and Q&A with the Chief Executive, external employee survey, internal pulse surveys, bespoke focus groups, the staff networks, transformation coffee mornings and directorate and service engagement and networking events. Whilst the opportunities are there for those who would like to get involved, the hard work is engaging those who are less willing or don't feel able for some reason to be part of these activities. Our Engagement Strategy will be developed to set a standard, process and plan to fully engage our workforce over the next three years at an individual, team and organisational level.

The employee survey gave us clear feedback from employees on areas of success and where we need to jointly improve. We are developing a post survey programme of activity which will include using an organisation wide engagement tool to deep dive into areas of the survey results where employees feel we have more work to do. This will be part of the co-design with employees and our trade unions of the action planning and next steps, including through focus groups, targeted pulse surveys

and working with our trade union and staff network colleagues.

We need to design and integrate new behaviours across teams to reflect how we work, live our values and in our success stories. We are working towards one, new, embedded organisational culture focused on a high performing culture.

Performance Appraisal Review Focus Group member: "It's a breath of fresh air to be asked for views at the design phase."

People Strategy Focus Group member: "It is appreciated that people have been able to get involved at the beginning, early involvement is important."

We will:

- Conduct an initial baselining of culture and engagement across the authority (employee survey development & roll-out)
- Carry out action planning implementation from the results
- Design an organisational behaviours framework that embodies our values
- Create a workforce engagement strategy to ensure an ongoing conversation with our employees, the gathering and analysing of their feedback in real time
- Work with our communication team to transform our internal communications strategy and approach, ensuring the employee voice is heard throughout the organisation, particularly our frontline & operational roles (non-technologically inclusive)
- Initiate a council wide engagement event to celebrate WNC's first birthday.



Creating a culture of engagement & wellbeing

Work environment

We are working to create the right conditions for a modern, flexible and agile workforce to thrive, and in doing so drive productivity, improve service quality, customer experience and improve staff wellbeing. We will be implementing a hybrid working model based on worker profiles across the council.

It's important to ensure staff have the right access to the right tools to work collaboratively and succeed in their role. We will be delivering policies and training to enable managers to unlock the potential of a hybrid workforce to drive productivity and improve quality standards and make best use of resources. Managers need to ensure employees have clear objectives, the availability to organise or attend network events with their teams, peers and management as well as buddying approaches and physical or virtual opportunities to catch up with their peers, reducing isolation and perceived de-skilling.

There is huge value in a flexible, hybrid workforce. Whilst it enables our employees to achieve their objectives and deliver a quality service to our residents, it also is a key factor in attracting talent. We will be providing collaborative working spaces in our buildings. This way of working will support creativity and innovation, ensure services are as close as possible to our communities in addition to reducing our carbon footprint from mileage and office utilities, supporting our aim to be greener by 2030.

Employee Survey, What would make this a better place to work: "The ability to work from home where appropriate" (anon)

People Strategy Focus Group: "Post transfer the ability to work out of offices that are local to where you live reduces your commute." (anon)

We will:

- Deliver the workforce elements of the Future Ways of Working Programme
- Drive adoption and enable effective working in blended working environments
- Develop networking strategies across job families, services, levels and working environments (Networking for success)
- Develop guidance and training for remote workforce, disconnecting and a healthy balance.



Creating a culture of engagement & wellbeing

Wellbeing

As a new organisation we have the opportunity to design wellbeing priorities and activities that truly reflect the needs of our workforce, taking into account the importance of wellbeing in our employees and lessons learnt during the pandemic.

A holistic approach to wellbeing will be a key part of our employer value proposition and brand, supporting us to retain and attract talent, encourage our employees and help them to reach their potential. This will increase resilience and improve performance.

We have nine Staff Networks that give employees the opportunity to share thoughts and views with their peers and have a stronger voice where it may be appropriate to change. We are designing a new performance review process based on continuous conversations to ensure ongoing performance, development and wellbeing discussions between line managers and employees. We are exploring the wellbeing approach to the working day with an agile approach of trying new ideas and continuing if the response from employees is positive.

Where possible we want to educate, encourage and share ideas with employees on looking after their own mental health and wellbeing. Where times become personally challenging, we have a Mental Health First Aiders programme (MHFA) which provides trained employees to help colleagues identify, spot triggers and signs and offer help to those experiencing mental health issues. We will develop this over 2022 and roll out to managers sessions to build an awareness of employees that may be struggling and the signs, to have the confidence to have effective mental health conversations with their teams and to support a colleague in distress.

Through our strategy we will put wellbeing at the heart of the leadership approach of West Northants.

Supporting new ways of working require employee and manager support through the initial changes to a blended work environment whilst supporting their performance, development and wellbeing. Celebrating and sharing the successes of services doing this well and offering line manager buddy systems to support consistency of good ideas and communication styles. Ensuring the blended work environment enables the Council and its employees to be high performing and THRIVE.

People Strategy Focus Group: "Flexible and remote working since the pandemic work:life balance has improved, much happier and healthier." (anon)

Employee Survey, What makes this a great place to work: "The work-life balance opportunities. Support offered for mental health - I have moved from the private sector so am blown away by this. The Staff Networks." (anon)

We will:

- Develop the council's Wellbeing Strategy
- Introduce a programme support offer to employees, including nutrition, open spaces and mental health first aiders
- Introduce a programme supporting healthy ways of working
- Develop wellbeing scores and bespoke wellbeing plans based job families & levels
- Establish a wellbeing baseline (development of focused Wellbeing Survey)
- Adhere to Northamptonshire Wellbeing Standards
- Explore the value and criteria for the National Wellbeing Charter.

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1. Attracting & Retaining Talent				
Workstream	Principles	Workstream Owner	Leads / Deputies	Working Group
1.1 Talent Acquisition & Organisation Orientation	To support the organisation in attracting talent and recruiting the relevant skills and abilities for current and future needs, having an impact on the long-term success of the Council	Alex Jeyes	Alex Jeyes Amy Francis Sarah Comerford	Klaudia Stando Melody Pugsley
	The design of a new induction process to ensure new starters are set up for success, which introduces them to the Council's vision, values, behaviours and cultural expectations as well as to the 'West way of working'.	Mel Berman	Melanie Berman Nicole MacDonald Vicky Wheatley	Jacob Hancox Celeste Robinson Chloe Gibbins
1.2 Talent Management	WNC to have a defined, strategic approach to attracting, identifying, developing, engaging, retaining and deploying those people whose knowledge, skills and capabilities have been identified as key to the delivery of our objectives. The Talent and Succession strategy will include fully utilise apprenticeship opportunities.	Alex Jeyes	Alex Jeyes Amy Francis Sarah Comerford	Melody Pugsley Emma Cooper (HR Advisory)
1.3 Pay, Reward & Recognition	WNC has a pay and reward strategy that provides financial wellbeing to all its staff and is a key tool in attracting and retaining employees, motivating them to deliver consistently effective performance against the corporate objectives. The pay and grading structure is underpinned by an analytical job evaluation system which is applied consistently and there are robust organisational controls in place.	John Desborough	Alison Golding (SRO) John Desborough Harvie Hughes	Andrew Cheyne Sarah Comerford Nik Wiles Marie Alland
2. Achieving Our Goals Through Our High Performing & Flexible Workforce				
Workstream	Principles	Workstream Owner	Leads / Deputies	Working Group
2.1 Leadership and Management	To develop leaders for the current environment whilst enabling them to deliver future ambitions and clearly setting organisational wide management standards based on listening and learning from our current high performing teams.	Emma Cooper	Alison Golding Melanie Berman Emma Cooper (L&D)	Clare Young Karen Hutchinson
2.2 Establishing High Performing Teams	To develop a progressive and effective performance management programme for the Council. Supporting employees to achieve their potential, career goals and best selves to deliver for West Northamptonshire Council's residents	Clare Young	Clare Young Alison Golding	Clive Marshall Celeste Robinson Harvie Hughes
2.3 Diversity & Inclusion	Equal access to opportunity within the workplace. It is proven to improve the cultural and success of organisations by bringing together a wealth of experience and ideas. How the Council approaches diversity and inclusion in the workplace should reflect our ambitions for residents and vice versa.	Amy Francis	Amy Francis Zoe White	Caroline Napier Karen Hutchinson
2.4 A Culture of Learning and development	WNC encourages a learning culture across our workforce through the use of in house training and development programmes, apprenticeships, clear career pathways and Graduate development/shining stars programmes and this culture is a key attraction tool and also enables the organisation delivery the corporate priorities through innovation.	Vicky Wheatley	Gabriella Mercuri Melanie Berman Vicky Wheatley	Helen Ramos Clive Marshall Emma Cooper (L&D)
2.5 Organisational Design & Development	Business partnering the organisation for transformation. Supporting and advising on service design, spans and layers, following corporate wide direction and encouraging digital analysis as part of the design of services	John Desborough	John Desborough	
3. Creating A Culture of Engagement & Wellbeing				
Workstream	Principles	Workstream Owner	Leads / Deputies	Working Group
3.1 Culture & Engagement	WNC to have one clearly defined, high performing organisational culture based on trust and a strong psychological contract. Employees are motivated and engaged, working in cohesive teams that collaborate across the organisation. Individuals and teams are clear on how they contribute to the success of the organisation, and their part in delivering the council priorities (the golden thread).	Rose Kavanagh	Alison Golding Rose Kavanagh Clare Young	Harvie Hughes Rachel Wilson Klaudia Stando
3.2 Work Environment	To make best use of assets to achieve the Council's priorities. Supporting employees to succeed in work/life balance that supports their role and our residents requirements. Supporting employees through the initial changes to a blended work environment whilst supporting their performance, development and wellbeing. Ensuring the blended work environment enables the Council and it's employees to be high performing and thrive	Clare Young	Clare Young Harvie Hughes	Marie Alland Steven Sparrow H&S L&D
3.3 Wellbeing	A holistic approach to wellbeing should be a key part of our employer value proposition and brand and will support us to retain and attract talent, support our employees and help them to reach their potential. This will increase resilience and improve performance	Gill Kennedy	Gill Kennedy Lucy Green	Caroline Napier Melody Pugsley Zoe White Melanie Berman

	Programme
	Workstream
	Project
	Tasks

Workstreams Leads
Alison Golding
Clare Young
Rose Kavanagh
Gill Kennedy
Harvie Hughes
John Desborough
Amy Francis
Zoe White
Alex Jeyes
Sarah Comerford
Mel Berman
Nicole MacDonald
Vicky Wheatley
Gabi Mercuri
Emma Cooper

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Programme / Workstream / Projects	Start Date	End Date	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	2023/24	2024/25	
1. Attracting & Retaining Talent																											
1.1 Talent Acquisition & Organisation Orientation	Jun-21	Mar-25																									
1.1.1 Identification and implementation of specialist recruitment activity for 'hard-to-fill' roles	Oct-21	Jun-22																									
1.1.2 Procurement and implementation of replacement recruitment solution	Sep-21	Dec-22																									
1.1.3 Develop employer brand and define Employer Value Propositions (EVP)	Dec-21	Sep-22																									
1.1.4 Development of an Advertising Strategy ensuring diversity, inclusivity and maximum coverage	Feb-22	Mar-24																									
1.1.5 Development of Work Experience, Intern & Volunteering Policies (inc. promotion and development of our career fair approach)	Feb-22	Oct-24																									
1.1.6 Development & Delivery of All Staff induction offer for WNC	Nov-21	Aug-22																									
1.1.7 Development & Delivery of Manager induction offer for WNC	Mar-22	Nov-22																									
1.1.8 Development & Delivery of Leadership induction offer for WNC	Dec-22	Apr-23																									
1.2 Talent Management																											
1.2.1 Improving retention of talent	Dec-21	Mar-23																									
1.2.2 Development of West Northants Futures Development Programme (FDP) in addition to NGDP	Jun-22	Apr-23																									
1.2.3 Talent mapping & succession planning across the organisation. Identifying skills and capabilities of existing workforce to drive development of existing talent	Mar-22	Mar-25																									
1.2.4 Assurance reviews to ensure Diversity & Inclusion underpins talent management and progression	Oct-23	Mar-25																									
1.3 Pay, Reward & Recognition																											
1.3.1 Pay & Grading Phase 1 - Delivery & implementation of WNC Pay Structure	Jun-21	Jun-22																									
1.3.2 Pay & Grading Phase 2 - Migration of workforce on WNC Interim Terms	Jul-22	Oct-22																									
1.3.3 Pay & Grading Phase 3 - Options Appraisal, determine suitability of migrating remaining workforce to standardise T&CS	Nov-22	Mar-24																									
1.3.4 Creation of employee benefits offer for WNC	Sep-21	Jun-22																									
1.3.5 Creation of non-financial reward and recognition strategy	Dec-21	Mar-23																									
1.3.6 Explore introduction of employee benefits statements to showcase total benefits package (can be used as an attraction tool)	Apr-22	Feb-23																									
2. Achieving Our Goals Through Our High Performing & Flexible Workforce																											
2.1 Leadership and Management																											
2.1.1 Design of Leadership Development programme for Tier 1-3	Feb-22	Jun-22																									
2.1.2 Design of Management Development programme (for new manager, developing managers/middle management and front line)	Dec-21	Aug-22																									
2.1.3 Design of mentoring programme, partnering with other councils/public sector partners	Dec-21	Jan-23																									
2.1.4 Develop internal and external coaching offer across WNC including for leadership	Jan-22	May-22																									
2.1.5 Produce peer self-learning groups for Leaders & Managers to collaborate, appraise and develop each other (action learning sets)	Feb-22	Mar-23																									
2.1.6 Development of management forums to bring new & lower tier managers together, L&D focus providing CPD around values, behaviours and basics of being a good manager.	Jan-22	Sep-23																									
2.1.7 Produce the Basics of Being a Good Manager Guide	Jan-22	Dec-22																									
2.2 Establishing High Performing Teams																											
2.2.1 Development of a performance review framework for WNC (V.I.P / Continuous Conversations)	Nov-21	Mar-24																									
2.2.2 Introduce Manager / Leadership Scorecards	Jan-22	Apr-22																									
2.2.3 Developing Psychological Safety in the workplace	Apr-22	Aug-22																									
2.2.4 Removing silos to allow for cross workforce engagement and collaboration to enable knowledge sharing and expertise transfer	Apr-22	Mar-24																									
2.3 Diversity & Inclusion																											
2.3.1 Baseline of 'AS IS' workforce Diversity & Inclusion data, to aid target setting to drive future inclusion	Jan-22	Apr-22																									
2.3.2 Achieving LGA's Equality Framework for Local Government (EFLG). Module: Workforce Diversity & Inclusion Category: Developing	Mar-22	Mar-23																									
2.3.3 Achieving LGA's Equality Framework for Local Government (EFLG). Module: Inclusive Strategies & Policies, Category: Developing	Apr-21	Mar-23																									
2.3.4 Achieving LGA's Equality Framework for Local Government (EFLG). Module: Collecting, analysing and publishing workforce data, Category: Developing	Mar-22	Mar-23																									
2.3.5 Achieving LGA's Equality Framework for Local Government (EFLG). Module: Learning, development and progression, Category: Developing	Apr-22	Mar-23																									
2.3.6 Achieving LGA's Equality Framework for Local Government (EFLG). Module: Health & Wellbeing, Category: Developing	Apr-21	Mar-23																									
2.3.7 Review use of staff networks and the potential use of equality champions (Enablers and Supporters) within the authority	May-22	Jul-23																									
2.3.8 Review LGA framework achievements and reflect projects and actions for the higher tier categories (Achieving & Excellent)	Mar-23	May-23																									
2.4 A Culture of Learning and Development																											
2.4.1 Creation & Delivery Planning of Apprenticeship strategy for WNC	Jul-21	Mar-23																									
2.4.2 Identification and promotion of existing career pathways and the development of new career pathways, linking with partner organisations where possible	Jan-22	Mar-24																									
2.4.3 Identify, design & expand on existing tools to support self-directed learning and drive L&D participation	Jan-22	Jul-22																									
2.4.4 Review of mandatory training, to create mandatory training offer based around job roles	Mar-22	Nov-22																									
2.4.5 Review of in-house core training offer (open programme offer) [Post-disaggregation of L&D]	Sep-22	Mar-24																									
2.5 Organisational Design & Development																											
2.5.1 Refocusing of HR service delivery model to place stronger emphasis on organisational design and development to deliver better outcomes for services and deliver transformation	Feb-22	Mar-23																									
2.5.2 Develop and agree corporate approach to spans of control, organisational layers/levels and scope	Sep-21	Dec-22																									
3. Creating A Culture of Engagement & Wellbeing																											
3.1 Culture & Engagement																											
3.1.1 Initial baselining of culture and engagement across the authority (Best Companies employee survey development & roll-out)	Oct-21	Mar-22																									
3.1.2 Action planning based on the results of the Employee Survey	Nov-21	Mar-22																									
3.1.3 Design of organisational behaviours framework that embodies our values	Nov-21	Jun-22																									
3.1.4 Support formulation of a strategy and delivery model to enable effective comms & engagement, focusing on non-office based workforce (frontline & non-tech workers).	Jan-22	Apr-22																									
3.1.5 Embed values and behaviours throughout WNC to instil our desired culture	Nov-22	Jul-23																									
3.2 Work Environment																											
3.2.1 Deliver the workforce elements of the 'West Ways of Working' programme	Jun-21	Mar-23																									
3.2.2 Enabling effective, safe and legal working environments and opportunities.	Nov-21	Mar-22																									
3.2.3 Develop effective networking strategies in multi-site and agile working environments. (Networking for success)	Feb-22	Mar-23																									
3.2.4 Adopt, embed and instil effective working practices for Remote workforce (inc. Disconnect, Healthy Balance and wellbeing focussed)	Apr-22	Jul-22																									
3.2.5 Enactment of outcomes of the building optimisation programme (People, Engagement & Change)																											
3.3 Wellbeing																											
3.3.1 Development of a Wellbeing Strategy	Jun-21	Jun-22																									
3.3.2 Establish a wellbeing baseline - Analysis of Employee Survey and/or the development of focused Wellbeing Survey	Feb-22	Apr-22																									
3.3.3 Introduce a support offer to employees e.g. nutrition, open spaces and mental health first aiders	Jan-22	Dec-22																									
3.3.4 Introduce a programme supporting healthy ways of working (e.g. 50 minute meetings, work/life balance).	Mar-22	Dec-22																									
3.3.5 Adhere to Northamptonshire Wellbeing Standards	Apr-22	Mar-23																									
3.3.6 Development of wellbeing scores and bespoke wellbeing plans based job families & levels	Apr-23	Mar-24																									
3.3.7 Explore the value of engaging with the National Wellbeing Charter and explore criteria	Apr-23	Mar-24																									
			5	6	6	9	11	16	21	30	37	44	46	43	43	38	35	34	32	34	33	27	27	27	17	2	
Number of projects/activities running in parallel																											

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Workstream	Comms Description	Audience	Method	Issue Date	January		
					01/01/22	02/01/22	03/01/22
1.3	Intro to JFA, Roadmap & Video & Request for feedback	Managers	Email from AG	25/01/22			
1.3	Intro to JFA, Roadmap & Video	All Workforce	Email from CEO	31/01/22			
1.3	Intro to JFA, Roadmap & Video	All Workforce	All Staff Briefing	01/02/22			
N/A	Cabinet agreement of People Strategy	All Workforce	Anna's Blog	18/02/22			
1.3	Under 34s Benefits survey	Under 34 Workforce	Email from AG	23/02/22			
3.1	Outcomes and actions from the employee survey	All Workforce	Email from CEO	01/03/22			
1.3	Reminder: Under 34s Benefits survey	Under 34 Workforce	Email from AG	02/03/22			
1.3	JFA revisions and thanks for feedback	All Workforce	MS Teams	03/03/22			
1.3	JFA revisions and thanks for feedback	All Workforce	Anna's Blog	04/03/22			
3.1	Non-office-based Manager Survey	Non-office Managers	Email from AG	04/03/22			
2.2	Intro to V.I.P End-of-Year Conversation & Kudoboard	All Workforce	Email from CEO	07/03/22			
2.2	Intro to V.I.P End-of-Year Conversation & Good Mgr Guide	Managers	Email from CEO	07/03/22			
1.3	Service Engagement Leads Intro email & Meeting invite	SEs	Email from AG	09/03/22			
3.1	Reminder: Non-office-based Manager Survey	Non-office Managers	Email from AG	10/03/22			
2.2	Intro to V.I.P End-of-Year Conversation & Kudoboard	All Workforce	Anna's Blog	11/03/22			
1.3	Pay award / Increments 2022/23	All Workforce	Anna's Blog	25/03/22			
1.3	Pay award / Increments 2022/23	All Workforce	Anna's Blog	01/04/22			
1.3	Pay award / Increments 2022/23	All Workforce	Email from CEO	07/04/22			

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R&I Type	Workstream(s)	Raised By	Date Raised	Assessment / Description	Impact	Likelihood	RAG Score
Risk	2.5	Mitch Thomason	11/01/21	Delivery of ERP Modeller Tool is slow, despite consistent engagement and chasing of the Business Systems Team	High	Very likely	20 (R)
Risk	ALL	Mitch Thomason	11/10/21	ERP Data Integrity	Very High	Very likely	25 (R)
Risk	2.5	Mitch Thomason	11/10/21	HR Hierarchy and Establishment Review - Integration into Power BI	Medium	Possible	9 (A)
Risk	2.5	Workstream Leads	22/11/21	EDI self-reporting baseline is low, makes it difficult to truly understand the make up of the organisation	Medium	Likely	12 (A)
Risk	ALL	Workstream Leads	01/12/21	Limited HR Resource / Capacity to deliver outlined workstream activity alongside transformation of other services	High	Likely	16 (R)
Risk	3.1	Alison Golding	10/01/22	Insufficient processes to effectively engage across all of our workforce, particularly for non-office-based workforce.	High	Likely	16 (R)
Risk	ALL	Programme Leads	25/02/22	Disaggregation of Learning & Development causing disruption and unsettling workforce, thus impacting delivery of outputs	Very High	Very likely	25 (R)
Risk	ALL	Programme Leads	04/03/22	Management Information (MI) lack of resource and skill in team	High	Likely	16 (R)

Risk	2.2	Mitch Thomason	09/03/22	Delivery times of the V.I.P Continuous Conversation	Medium	Likely	12 (A)
Risk	2.1 & 2.4	People Strategy Board	05/04/22	Visibility and oversight of work undertaken by L&D as an NNC hosted service. Lack of bespoke offering for WNC.	High	Very likely	20 (R)

Mitigating Action	Post-Mitigation Impact	Post-Mitigation Likelihood	Post-Mitigation RAG Score	Mitigation Owner	Status	Date of Last Review	Date of Next Review
Escalated to People Strategy SRO, who is now having on-going conversations with CIO to chase resolution and delivery of a number of outstanding Business System actions	High	Likely	16 (R)	Peter Borely-Cox	Open	27/04/22	25/05/22
On-going work within HR to clean up the HR Establishment manually. Engagement of Business Systems to setup an ERP Improvement Taskforce to remove systemic causes of these issues, improve user experience and enhance processes.	Low	Possible	6 (A)	Peter Borely-Cox	Open	27/04/22	25/05/22
Escalated to People Strategy SRO, who is now having on-going conversations with CIO to chase resolution and delivery of a number of outstanding Business System actions	Low	Possible	6 (A)	Peter Borely-Cox	Open	27/04/22	25/05/22
Introducing a workforce campaign with a focused element for workforce without access to ERP, to encourage data provision	Low	Unlikely	4 (G)	Amy Francis	Open	27/04/22	25/05/22
Restructure of HR Advisory & Policy functions to address capacity issues and introduce roles aligned to transformation / portfolio delivery.	Low	Possible	6 (A)	Alison Golding	Open	27/04/22	25/05/22
Survey undertaken with our locality based workforce, with analysis undertaken and recommendations presented at ED / AD session	Medium	Unlikely	6 (A)	Caroline Callaghan	Open	27/04/22	25/05/22
On-going engagement with L&D colleagues to encourage and motivate workforce. Recommendation at People Strategy Board for both HR ADs to meet with service to iron out concerns and clearly state expectations, whilst offering support through this time.	Medium	Likely	12 (A)	Alison Golding	Open	27/04/22	25/05/22
As part of the HR restructure a post has been created, so that we can withdraw from workforce data arrangement currently in place with NNC, this post will bring flexibility but also additional capacity.	Low	Unlikely	4 (G)	Alison Golding	Open	27/04/22	25/05/22

Approach of accuracy / suitability taken over rushing a solution, which is the correct thing to do. We agreed to use the remained of this appraisal period (9 months) as a pilot phase to enhance the approach for the next full appraisal year.	Medium	Likely	12 (A)	Clare Young	Open	27/04/22	25/05/22
On-going engagement with L&D colleagues to encourage and motivate workforce. Recommendation at People Strategy Board for both HR ADs to meet with service to iron out concerns and clearly state	Medium	Likely	12 (A)	Alison Golding	Open	27/04/22	25/05/22

1. Attracting & Retaining Talent

Workstream		Principles			Workstream Leads		Working Group
Focus Areas	1.1 Talent Acquisition & Organisation Orientation	To support the organisation in attracting talent and recruiting the relevant skills and abilities for current and future needs, having an impact on the long-term success of the Council. The design of a new induction process to ensure new starters are set up for success, which introduces them to the Council's vision, values, behaviours and cultural expectations as well as to the 'West way of working'.			Alex Jeyes Amy Francis Sarah Comerford Melanie Berman Nicole MacDonald		Klaudia Stancu Melody Pugsley Jacob Hancock Celeste Robinson Chloe Gibbin
	#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update
	1.1.1 Identification and implementation of specialist recruitment activity for 'hard-to-fill' roles	Development of a Specialist Recruitment Activity Plan for each hard to fill role, outlining campaigns and techniques employed to drive recruitment	N/A	Alex Jeyes	N/A	This is complete, as all currently known hard to fill roles have now got specialist recruitment activity surrounding them. This action may be to be opened in the future.	Done
		Delivery of Recruitment Strategy for Directorates (as required)		Alex		Working closely with Adults & Highways: - all directorate's being worked on are listed here with updated: \\Fs-01-001\data\Fs_JDH1\EDUC\Data\WNC HR Advisory\WNC Recruitment\Recruitment - priority roles	Done
		Implementing a quarterly review, updating specialist recruitment plan as necessary	Arrange quarterly catch-up with ADs to understand service plans and future need, BPs to be included. Currently recruiting a resourcing assistant and then we will progress this.	Alex		This is currently review on an ad-hoc basis, but we are looking to formalise to ensure we are fulfilling all our recruitment needs long-term	In Progress
		Case study on Adults campaign to showcase all activity undertaking and associated success. Including clear metrics to show what works and what doesn't and if this is dependent on role type / service (lessons learnt)	After the campaign nears to a close, or has been running for 6 months, produce a case study (including cost / benefit analysis)	Alex	Jun-22	Resourcing highlights 2021/21 document produced (social media activity, initiatives, monitoring glass door and indeed).	Planned
	1.1.2 Procurement and implementation of replacement recruitment solution	Core project delivery managed by Business Systems as solution will be procured in partnership with CCC & NNC.	N/A	Alex Jeyes & Amy Francis	N/A	Procurement of Tribepad has taken place, we are currently on track and is looking promising that we will deliver the solution by early June.	Done
		Solution Design - Review current processes and determine opportunities for improvement and efficiency	Map WNC Process to aid the build and implementation of the solution	Mitch Thomason & Alison Golding	29/03/22	A session has been booked	Done

	Drive implementation of Tribepad solution	Ensure robust monitoring is in place and that the solution is reflective of WNC wants/needs. Fundamental decisions to be agreed by ELT (e.g. candidate anonymity)	Alex Jeyes & Mitch Thomason		Business Systems PMs are planning in when partners will need to begin to bespoke the solution. Kick-off meeting 30/03/2022 with supplier.	In Progress
	Identify testing group to ensure solution suitability (UAT testing)	ADs to identify recruiting managers to test	Alison Golding		We could potentially make use of the Pay & Grading Service Engagement Leads (SELS)	Planned
	Training & Roll-out Plan, system support resources. This is an opportunity to upskill managers more generally beyond just system use.	Review resources for current solution to determine what works & what we need to be doing different to really get buy-in and full adoption.			Sue Wilson & Nicky McCarthy from L&D, working in training activity. Both form part of the Project Delivery Group to ensure they are cited.	Planned
	Campaign to educate, inform managers around recruitment more generally.	Mandatory recruitment training to be introduced, ensuring suitability. Toolkit around appropriate advertising platforms based on role type, job advertisement standards and templates, Build out central banks of interview questions, interview principles reflective of WNC values, priority interviews to Armed Forces, Care Leavers, Disability community, awareness of unconscious bias, assessing candidates. Campaign to include the safe & legal elements of the recruitment process (right to work etc).	Alex Jeyes, Amy Francis, Sue Wilson & Nicky McCarthy		Sue Wilson & Nicky McCarthy from L&D, working in training activity. Both form part of the Project Delivery Group to ensure they are cited.	Planned
	Development of an Advertisement Tool Kit	To scope the different tools within the tool kit, providing clear guidance on what advertising is, how and why we use it and how best to do advertising, based on sector	Alex Jeyes			Not Started
1.1.3 Develop employer brand and define Employer Value Propositions (EVP)	Short-term assets have been created to implement a short-term brand (temporary measure as we don't know who we are yet).	N/A	Alex Jeyes		Done	Done
	Research and discovery to understand best practice about where / how EVP is done well.	N/A	Alex Jeyes		Done	Done
	Identification of agencies to deliver the EVP Programme for WNC	Review agency proposals and determine who and how we want to progress this. Next we will meet with Comms to make the selection. £20k - £40k quotes so we need to find funding for this. AG to identify funding.	Alex Jeyes & Alison Golding		Obtained three Quotes from agencies. AG & AJ have met to refine which suppliers are most suitable	In Progress

		Engagement to understand current feeling towards WNC and existing brand/identity (use employee Survey and focus groups)	Awaiting onboarding of preferred agency.	Alex Jeyes		Clare Young has supplied relevant Employee Survey Data This will be managed via our preferred agency	Planned
		Development of focused strategy & supporting campaign to address identified weak points using best practice techniques.	Awaiting onboarding of preferred agency.	Alex Jeyes		This will be managed via our preferred agency	Not Started
	1.1.4 Development of an Advertising Strategy ensuring diversity, inclusivity and maximum coverage	Market research to understand what good looks like in relation to diversity & inclusion (D&I) from an employer perspective RE advertising campaign	To be progressed once EDI post is recruited to and new recruitment solution is in place	Alex Jeyes & Karen Hutchinson		Karen currently progressing this.	In Progress
		Data analysis to understand current D&I recruitment stats	Not possible	Mitch	16/02/22	The current recruitment solution is unable to provide the necessary data	Blocked
		Engagement with workforce / staff networks to identify opportunities to be better.	To be progressed once EDI post is recruited to and new recruitment solution is in place	Amy	16/02/22	Amy to progress with Staff Networks	Planned
		Review of a Diversity & Inclusion Policy, focusing on recruitment and the overarching development of our employer brand	To be progressed once EDI post is recruited to and new recruitment solution is in place	Amy Francis & Zoe White	31/03/22	Trade Unions often challenge this Policies are already being drawn up, these need to be pulled together (with an employment slant)	Planned
		Stonewall, Disability Confident, Armed Forces Covenant - Aligning with recognised partners through accreditations, or via the LGA Equality framework (charter mark)	To be progressed once EDI post is recruited to and new recruitment solution is in place	Alex Jeyes		Disability Confident Accreditation has now been achieved (Jan 2022) Bronze Armed Forces Covenant (Nov 21), now working towards Silver	Planned
	1.1.5 Development of Work Experience, Intern & Volunteering Policies (Inc. promotion and development of our career fair approach)	Develop interim work experience policy	N/A	TBC		A holding Work experience policy is with TUs for feedback (29/04/2022). Holding approach agreed , interim defined.	Done
		Development and delivery of WNC early careers offering	Align with recruitment strategy Weave in access and development routes with WNC: Apprenticeships, Traineeships, T-Levels	Alex Jeyes & Vicky Wheatley		On-going work to promote Apprenticeships externally, including schools (as part of the apprenticeships strategy delivery) As part of the active recruitment strategy we continually focus on early careers, including link with Saints, NCT Care leavers, UoN and local schools and colleges.	In Progress
		Develop an organisation-wide approach to work experience and supporting programme	Research to understand what a more comprehensive organisational approach to work experience could look like. Including setting up arrangement with local schools/colleges/uni to aid future talent acquisition. Working with Education, local newsletters, schools roadshows etc, online form etc.	Chloe Gibbins		Horizon scanning currently underway	In Progress

	Build partnership arrangements with local schools and nearby universities to endorse, promote and encourage uptake of work experience programme	Identify most appropriate time of year to do this	Alex Jeyes & Vicky Wheatley			Not Started
	Produce a volunteering policy for public to work with WNC		Harvie Hughes		Awaiting resource allocation to write the policy, currently conflicting corporate priorities.	Planned
	Development of a Comms plan surrounding it to promote volunteering & giving back					Not Started
1.1.6 Development & Delivery of All Staff induction offer for WNC	All Staff: Horizon Scanning and review of existing resources to inform resource requirements for new programme	To research other organisational inductions to understand best practice. Determine what currently works and what learning we have around legacy inductions	Melanie Berman	Feb-22		Done
	All Staff: Workshop to map to-be induction, based on corporate requirements, early employee need, personal experience and best practice	N/A	Mitch Thomason	N/A	Workshop complete and outputs circulated. Suggestions provided for follow-up session and advice given on future approach.	Done
	Development of WNC Welcome Pack and WNC Onboarding & Orientation Pack	Based on received feedback, further develop the welcome back ahead of getting sign-off and corporately branding. Workshop and scoping exercise to take place to determine what the Onboarding / Orientation Pack will encompass.	Nicole MacDonald & Chloe Gibbin		CEO foreword written and agreed Welcome Pack: Currently produce a pack containing the following themes: Parking, COVID-19 requirements, Living and Working in Northamptonshire, Org Charts, Employee Benefits, Worker Type Clarification, Disabilities and Payroll Onboarding / Orientation Pack: First draft to be circulated by W/C 19th April.	In Progress
	Development of a suite of induction videos: CEO & Leader welcome, overview of WNC, Our Values, Offices and Our West Way of Working, What it's like to work at WNC, working in Local Government & Democratic process.	Co-ordinate 2 min video of employees embodying each value, what that value means to them (THRIVE - 6 mini clips).	Jacob Hancox		Storyboard produced and video concept agreed for welcome video CEO / Leader welcome filmed, now in edit phase THRIVE, culture, expectations, meet service areas, the politics - Video segments complete and are awaiting compilation	In Progress

		Design and Delivery approach to 'Our West Welcome'. Senior Leadership in-person engagement with WNC new starters.	Arrange a meeting with sponsor to finalise approach and then development supporting content (slides, ice breakers, activities). Work through operational / logistical details to ensure quarterly event is a success (process for determining new starters, own of session responsible for agreeing venue, speakers etc.).	Melanie Berman		Outline of quarterly event drafted and signed off by Rebecca Peck (Sponsor) and Cllr Nunn. Dates and venues agreed. Tuesday 2nd August, Thurs 27th October 2022 ,Thursday January 26th 2023 Slides currently being developed to support this activity.	In Progress
		Development of a concise, practice and innovative: Induction Checklist, Manager Induction Checklist and Supporting Guidance	Review Checklists following feedback and circulate updated draft. It's been agreed that corporate induction Checklist should link to or encapsulate all elements of the induction include H&S, IT, FM, etc. Guidance notes to be reviewed.	Celeste Robinson		Checklist and guidance notes drafts complete. Feedback received from PSB, amendments now incorporated. Health and Safety consulted and induction points added to Corporate checklist. Buddy guidelines for line manager drafted for feedback	In Progress
		Intranet accessibility, usability and interface design review (3-clicks approach) Full review of all HR intranet pages to ensure workforce & managers can easily access all the necessary HR resources.	Review: all pages for errors and broken links. Identify clear User Journey and mock-up new look and feel of intranet and navigation pathways. Test with a subset of managers to ensure ease of use.	Melody Pugsley / Ellen Page			In Progress
		Define and implement Comms, Rollout & Training Plan for Managers to deliver new orientation offer to all new starters, ensuring standardised welcome, embedding WNC culture.	Ensure alignment with Recruitment solution activity to make it clear to managers the full end-to-end process and new starter journey, where their roles is.	Melanie Berman			Not Started
	1.1.7 Development & Delivery of Manager induction offer for WNC	Workshop and ideation session to consider to-be Manager's induction		Melanie Berman			Not Started
		Development of Manager's Hub on intranet A one-stop shop for all key resources that WNC Managers will need to be effective in their post and aid effective management practices.	Think about Manager needs, frequent tasks they are faced with (Absence, Performance Management, V.I.P, Priority Projects). How can we make this easier or ensure best practice and WNC policies and approach are adhered to.	Chloe Gibbins		Managers Hub pages are under development. A working group has been formed, with numerous meetings already taking place. Feedback gathered, amendments being made.	In Progress
		Define manager specific induction requirements and associated activities, resources and training to ensure value added. (ERP Gold, Procurement processes, Budget Management, People Management etc.)	Undertake a review of all existing resources and do a gap analysis of missing content, before reviewing each resource for suitability and accuracy.	Melanie Berman		HR to engage on creating a short session for new managers on HR/L&D key points with Q&A's	Not Started
		Develop and implement Rollout & Training Plan for Managers to deliver new orientation offer to all new starters, ensuring standardised welcome, embedding WNC culture.	HR to engage on creating a short session for new managers on HR/L&D key points with Q&A's	Melanie Berman			Not Started
	1.1.8 Development & Delivery of Leadership	Workshop and ideation session to consider to-be Leadership induction		Melanie Berman			Not Started

	induction offer for WNC	Define leadership specific induction requirements and associated activities, resources and training to ensure value added.	Consider what a more bespoke offering could look like for strategic postholders				Not Started
		Develop and implement Rollout & Training Plan for Leaders to deliver new orientation offer to all new starters, ensuring standardised welcome, embedding WNC culture.					Not Started

Project				Number of Projects	RAID	Metrics & Measuring Value					
Project Name					8	Risks, Assumptions, Issues, Dependencies			The identified KPIs related to the project (column B), not specific activities / actions within each project (column C/D)		
BRAG	Start Date	End Date	Duration (days)	Comments	Resources	Dependencies	Risks / Issues	KPIs	Baseline Figure	Review Figure	
Blue	Oct-21	Mar-22	181					Number of identified hard to fill roles (by directorate)			
Blue	Dec-21	Mar-22	120					% of hard to fill roles recruited to			
Green	Feb-22	Apr-22	59				Ability to fill Resourcing Advisor role (currently out to recruit).	Average number of days to recruit to role			
	Apr-22	Jun-22	61					Number of leavers and vacancies (per directorate)			
	Oct-21	Jun-22	243								
Blue	Sep-21	Jan-22	122	Remain actively informed and provide SME knowledge to aid procurement, implementation and configuration			Resource for testing & engagement for testing	Pulse Survey on Customer satisfaction when using the recruitment solution	E-Recruitment:	Tripad:	
Blue	Mar-22	Mar-22	0								

Green	Mar-22	Jun-22	92					Number of helpdesk tickets raised relating to recruitment platform		
	May-22	Jun-22	31					Number of leavers and vacancies across the whole org (per directorate)		
	Jun-22	Jun-22	0					Time taken for user to use the system		
	Jun-22	Dec-22	183					Average number of applicants received per vacancy		
	May-22	Dec-22	214					Average drop-out rate		
	Sep-21	Dec-22	456							
Blue	Dec-21	Jan-22	31					Follows & Likes on social media (Facebook and LinkedIn)		
Blue	Jan-22	Mar-22	59					Web hits		
Green	Apr-22	May-22	30							

	Apr-22	May-22	30					Average spend on advertising per vacancy		
	Apr-22	Sep-22	153	April 22, anniversary celebrations, we will then look to launch the new				Benchmark of applications per vacancy		
	Dec-21	Sep-22	274							
Green	Jan-23	Mar-23	59	Accreditation for Disability Confident & Armed forced Covenant (are now in place).				% Change in establishment diversity data		
Red	N/A	N/A	0	Agreement on data required LGD Request raised with Business Systems so that this				Comparison to county average diversity data		
	Apr-23	Jun-23	61							
	May-23	Aug-23	92	Consideration for positive action						
	Feb-22	Mar-24	759	Melanie has contacted Leics County Council re their experience as they are high on Stonewall good employer						
	Feb-22	Mar-24	759							
Green	Feb-22	Apr-22	59					Number of placements being offered by type		
Green	Feb-22	Mar-23	393	Early engagement with Vicky Wheatley. Where is the budget?				Number of placement holders transitioning into posts		
Green	Apr-22	Mar-23	334			Must consider links to Apprenticeships, Traineeships & T-levels.				

	Apr-23	Oct-24	549					Number of linked partners		
	Apr-22	Jun-22	61			(linking to reward/recognition workstream around giving back days)	Insufficient Policy Team resource to manage current demands.	Number of applications by type		
	Jul-22	Oct-22	92							
	Feb-22	Oct-24	973							
Blue	Nov-21	Jan-22	61					% Turnover in first two years by length of service		
Blue	Nov-21	Dec-21	7	It was agreed that we will focus on all workforce induction, not service specific. Service areas can adapt the all staff induction as necessary e.g. priority mandatory training to be completed by the end of the first 2 weeks.		Some of the resources required for the induction may be covered within the 1st birthday celebration		On-boarding satisfaction feedback		
Green	Dec-21	Apr-22	121							
Green	Jan-22	Jun-22	151				Comms resource and capacity constraints	Number of views		

Green	Jan-22	Apr-22	90							
Green	Jan-22	Apr-22	90							
Green	Apr-22	Jun-22	61							
	Jun-22	Aug-22	40							
	Nov-21	Aug-22	273							
	Jun-22	Jun-22	0							
Green	Mar-22	Jun-22	92							
	Jul-22	Aug-22	31							
	Sep-22	Nov-22	61							
	Mar-22	Nov-22	245							
	Dec-22	Dec-22	0							

	Jan-23	Mar-23	59							
	Apr-23	Apr-23								
	Dec-22	Apr-23	121							

1. Attracting & Retaining Talent

Focus Areas	Workstream	Principles					
	1.2 Talent Management	WNC to have a defined, strategic approach to attracting, identifying, developing, engaging, retaining and deploying those people whose knowledge, skills and capabilities have been identified as key to the objectives. The Talent and Succession strategy will include fully utilise apprenticeship opportunities.					
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status
	1.2.1 Improving retention of talent	Develop a 'Processing Leavers Procedure'	N/A	Helen Ramos	N/A	Leavers policy is published and agreed with TUs	Done
		Map out current exit interview process (customer journey mapping also)	Mitch to put into a process map, and send to MA to review and issue to Sarah Comerford	Marie Alland	28/02/22	To Marie Alland for review.	Done
		Introduce an alternative approach to manage exit interview information capture.	Develop new questionnaire and digital form (outside of ERP Gold). Review associated policies Define a review mechanism to continually feed exit intelligence into the organisation. Identify process owner	Alex Jeyes / Sarah Comerford		As part of HR Restructure, consideration will be given to whether the Analytics post will have sufficient capacity to manage this.	Delayed
		Comms and engagement with all managers to aid adoption. Launch new policy, exit interview approach etc.		TBC			Not Started
		Undertake Horizon Scanning to scope the market to see what good retention strategies look like, review case studies and identify best practice		Emma Cooper (HR)			Not Started
		Develop Retention Proposals, which are tailored and bespoke to meet specific directorate/service/role issues		Head of ODDC and Alex Jeyes			Not Started
		Research and consideration given to implementing 'Stay interviews', and identifying where appropriate.	Review international trends around retention (itchy feet around 7 years). What can we do to combat this? Look at retention bonus', extra time off etc?				Not Started
	1.2.2 Development of West Northants Futures	Initial brainstorming, discovery of the NGDP programme and financial engagement	Speak to Rebecca Peck to understand the NGDP offer	Ali / Mitch	08/02/22	Finance have confirmed this programme is budgeted for 2023/24	In Progress

Development Programme (FDP) in addition to NGDP	Kick-off Workshop - required to focus on what makes the 'Shining Stars' programme different to NGDP? Is the programme tiered, is there entry criteria? What does it mean to be on the programme and does it lead to a guaranteed job?					Not Started
	Horizon Scanning for other grad schemes and best practice approach including extending current NGDP option (locally grown route).					Not Started
	Options paper & outline approach	Would we want a different salary levels to NGDP				Not Started
	ELT Sign-off & investment agreement					Not Started
	Define and deliver core delivery elements (dependent upon approach selected)					Not Started
	Recruit into posts for 23/24 intake, with a start in April 23					Not Started
	Policy required (dependent upon approach selected)					Not Started
	Scheme Go-live					Not Started
1.2.3 Talent mapping & succession planning across the organisation. Identifying skills and capabilities of existing workforce to drive development of existing talent	Analysis of the Employee Survey data, to see what our workforce are saying, feedback around underutilised skills	Ensure V.I.P Conversations underpin identification and future use of skills for all	Harvie / Clare		This work is being lead within the High Performing Teams workstream	In Progress
	Baselining around demographics, promotional, who's internally?					Not Started
	Work with HR BPs to engaging with services to map out talent requirements, critical roles, necessary skills, experience and capability gaps.	In the immediate term hard-to-fill roles are being managed by the Resourcing Team, plug any skill gaps				Not Started
	Identification of career pathways within services areas but also within job families with consideration of lateral moves to broaden experience.	Need to align with apprenticeships strategy to aid a culture of L&D				Not Started
	Workforce to undertake a voluntary skills and aspirations assessment (system driven?)	How can we best use workforce skills? This is now captured in the V.I.P form, but how can we support easier access to information. Align with automation of V.I.P				Not Started
	Identify suitable work areas for graduate interns, to continued talent flow within the authority	Build relationship with UoN				Not Started
1.2.4 Assurance reviews to ensure Diversity & Inclusion underpins talent management and	Undertake a critical review of the Talent Management workstream to ensure Diversity & Inclusion underpins strategies, policies and outputs					Not Started

	progression						

		Workstream Leads		Working Group		Number of Projects	RAID	
ie delivery of our		Alex Jeyes Amy Francis Sarah Comerford		Melody Pugsley Emma Cooper (HR Advisory)		4	Risks, Assumptions, Issues, Dependencies	The identified KPIs related to the proj
BRAG	Start Date	End Date	Duration (days)	Comments	Resources	Dependencies	Risks / Issues	KPIs
Blue	Dec-21	Feb-22	62	Check on 22/02/2022 and is available on the intranet				Exit interview themes by directorate
Blue	Jan-22	Feb-22	52				Lack of engagement with Business Systems around current process, unclear what functionality is enabled or not	Turnover by length of service (by directorate)
Amber	Feb-22	Apr-22	59	Within WNCs first year, we only received 17 exit questionnaire responses. It is felt this is likely due to a lack of clear process and that the information needs to be entered into ERP Gold. This activity looks to combat this.			Insufficient resource within HR to manage online approach	% Exit interview responses compared to leavers
	May-22	May-22	0					Turnover by demographic (by directorate)
	Apr-22	May-22	30					
	May-22	Jun-22	31	Children's Strategy sent to Alex				
	Sep-22	Mar-23	181				Align to long-service awards, benefits etc.	
	Dec-21	Mar-23	455					
Green	Jan-22	Feb-22	31	Finance have confirmed this programme is budgeted for 2023/24				Number of applications

	Jun-22	Sep-22	92	Maybe we need to consider renaming Shining Stars to something more professional				Number of trainees that remain with WNC following successful completion of course
	Jun-22	Sep-22	92	Involve L&D early regarding graduate development, once they arrive how will they be developed and supported? Designing the offer from recruitment to development end to end				Programme satisfaction survey
	Sep-22	Sep-22	0					Host service satisfaction survey
	Oct-22	Oct-22	0					
	Oct-22	Dec-22	61					
	Jan-23	Mar-23	59	Feed into the growth strategy to aid talent mapping and succession planning				
	Jan-23	Mar-23	59					
	Apr-23	Apr-23	0					
	Jan-22	Apr-23	455					
Green	Mar-22	Apr-22	31					V.I.P conversation feedback around under utilised skills
	Apr-23	Mar-24	335			Dependent on Organisational Design		Under 34s responses to having more skills to give to the authority
	Apr-23	Mar-25						Measure promotions by demographic by directorate
	Apr-23	Mar-25	700	Inform L&D re talent mapping				
	Apr-23	Mar-25	700					
	Apr-23	Mar-25	700					
	Mar-22	Mar-25	1096					
	Oct-23	Mar-25	517					Measure promotions by demographic by directorate (diversity data)

			0					Measure training opportunities by demographic by directorate (diversity data)
			0					
			0					
	Oct-23	Mar-25	517					

Metrics

Project (column B), not specific activities / actions within each project (column C/D)

Baseline Figure	Review Figure

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1. Attracting & Retaining Talent

Focus Areas	Workstream	Principles					
	1.3 Pay, Reward & Recognition	<p>WNC has a pay and reward strategy that provides financial wellbeing to all its staff and is a key tool in attracting and retaining employees, motivating them to deliver consistently effective performance a objectives.</p> <p>The pay and grading structure is underpinned by an analytical job evaluation system which is applied consistently and there are robust organisational controls in place.</p>					
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status
	1.3.1 Pay & Grading Phase 1 - Delivery & Implementation of WNC Pay Structure	The Pay & Grading project is managed independently to the People Strategy portfolio. It has separate project documentation and governance processes.					In Progress
	1.3.2 Pay & Grading Phase 2 - Migration of workforce on WNC Interim Terms	The Pay & Grading project is managed independently to the People Strategy portfolio. It has separate project documentation and governance processes.					Not Started
	1.3.3 Pay & Grading Phase 3 - Options Appraisal, determine suitability of migrating remaining workforce to standardise T&CS	The Pay & Grading project is managed independently to the People Strategy portfolio. It has separate project documentation and governance processes.					Not Started
	1.3.4 Creation of employee benefits offer for WNC	Launch of lifestyle benefits offer (iCOM)	N/A	Harvie Hughes			Done
		Launch of Car Scheme (Tusker)	N/A	Harvie Hughes			Done
		Launch of Cycle2Work Scheme	<p>Finalise contractual arrangements and have it formally signed.</p> <p>Requirements for some comms activity as soon as the scheme is agreed. Benefits / Lifestyle offer (posters, signage etc).</p> <p>To update Wellbeing workstream that during roadshows they are promoting lifestyle offer</p>	Harvie Hughes	16/05/22	<p>Currently with Halford Legal, should have a response by close of play on 14/010/2022, then waver is produced and ready. Halford have come back to us, 99.9 of the way there.</p> <p>Response received, we're reviewing with legal and procurement, appears positive, likely to be able to sign-up to the agreement.</p> <p>Likely we will be able to launch in early May</p>	In Progress
		Discovery into iCOM to explore what other employee benefits can be procured (private dental & healthcare).	Development of an options paper for ELT to determine cost, liability and administration involved.	Harvie Hughes		Currently a secondary task behind Cycle2Work and Appraisal activity.	In Progress

	Workforce engagement to ensure benefits offer is reflective of workforce wants/needs and is fit for purpose.	Analysis of Under 34s service to understand the suitability of current offer and what benefits this demographic could value	Nik Wiles		Employee survey reviewed and feedback obtained (Parking and pay being the hot topics). Under 34s survey complete with 155 responses received.	In Progress
	Publicity of local offers (Northamptonshire £) via intranet and iCOM.	Reach out to identified local benefit providers to see if they're still willing to have an arrangement with us (Engage Workplace Wellbeing Colleagues). Review legacy local benefits, and make sure they are added to iCOM and available to all via WNC intranet.	Nik Wiles / Marie Alland		Intranet is now up to date. Still looking at local providers to get them added to iCOM.	In Progress
	Promotion of full WNC benefit suite	Publicise on external website, to aid advertisement of roles and be seen as an employer of choice. Review intranet Careers fair materials Feed into Tribepad solution Ensure it is referred to in induction	Harvie Hughes		HGH, 11/02 - At pre-offer, details are contained in the 'Employment Information' document. Looking to update the internal employee benefit scheme intranet page. WNC comms already whitelisted and reaching colleagues. Looking at wider comms / engagement strategy to publicise our benefits offering (internal, local discounts and external benefits (mainly via iCOM platform)).	In Progress
1.3.5 Creation of non-financial reward and recognition strategy	Horizon scanning, what is being done by other public sector agencies and by private industry.				These outputs can be found on MS Teams.	Done
	Purchase annual leave to be increased to 6 weeks from April 22	Unions informed 11/01/22 and will follow-up with unions in 16th Feb Currently review FAQs	Harvie Hughes			Done
	Development of an paper to go to ELT outlining possible non-financial reward and recognition options	Rationalise and calculate associated non-financial costs to the organisation for enacting the suggestions, to determine viability			Kudoboard Postcards	Not Started
	Consideration for Charity driven initiatives (Xmas jumper day, Pennies From Heaven, internal functions, Children in need?)	Building a plan with comms to get events in the diary to have a more charity focus.	Alison Golding		Pennies From Heaven campaign complete Awaiting for appointment of new Head of Internal Comms, to drive this activity forward	In Progress

	Policy and process to facilitate workforce giving back and volunteering . This could form part of team away days / team building.	<p>Link to the volunteering policy (outward in community & inward working for us), public working for WNC (Alex Jeyes, 1.1)</p> <p>Paper to ELT RE approach of giving back days (anywhere, registered charity, specified organisations or for WNC only) - aim for MAY</p> <p>Arrange a conversation with Jane Carr to discuss our ambitions for this.</p> <p>Call round to some of the charities to determine if ad-hoc voluntary support is of use.</p> <p>Review requirement for risk assessments within policy for volunteering placements (depending on model chosen)</p>	Rose Kavanaugh		<p>Policy team reviewing existing volunteering policies to understand former approaches.</p> <p>Initial meeting with Jane Carr has taken place to understand how to best approach this from a communities and opportunities stand point. Options suggests (VIN brokerage function, internal services, employee driven)</p>	Not Started
	Living Our Values Awards - decision required from ELT on format, funding, regularity of events (and do we tie in with long service ceremony?) Also need to consider more regular directorate based recognition opportunities e.g. kudo board or use of rewards or certificates/vouchers - linking with local businesses within West Northants (being inclusive of our 3 core areas). Explore day off on their birthday. Allow us to recognise and value teams and individuals, encouraging people to live	<p>First Thrive corporate awards launched for 1st Birthday Celebrations Award Event, going forward we'll have a Living our values awards</p> <p>Design options paper for complete approach to BAU recognition</p> <p>Tax/payroll advice required to understand how we provide vouchers /benefits within HMRC rules.</p>	Alex, Amy & Zoe Eaves		This needs to follow defining our behaviours and 1st Birthday Celebrations - both works in progress	Not Started
	Development of a Long Service Policy and associated rewards/recognition/benefits	<p>Initial focus to get a policy in place for WNC, so that it is harmonised, consistent and compliant with HMRC tax rules (TU consultation required).</p> <p>Associated benefits and rewards will be considered following the completion of the policy</p>	Helen Ramos		The development of this policy is underway, initial feedback received from BPs (Helen R)	In Progress
	Development of a Sabbaticals and Career Breaks Policy	<p>Horizon scanning with other LAs, Public Sector Agencies and Sectors to investigate alternative approaches.</p> <p>Draft policy</p> <p>Obtain agreement from ELT</p>	Nik Wiles			Not Started
	1.3.6 Explore introduction of employee benefits statements to showcase	Develop a short-term solution, to highlight the additional benefits. Generic approach to highlight the offer.			This is currently being corporately branded to aid with careers fairs and promotional material.	In Progress

total benefits package (can be used as an attraction tool)	Undertake a review to fully assess the benefits package and convert to monetary terms (where possible)	Undertake outlined activity. This will also need to be picked-up as part of Employer Value Proposition (EVP)				Not Started
	Consider whether these can be used on an individual basis or purely as part of recruitment advertising on total reward offer.					Not Started
	Promotion of the LGPS (Pension Scheme), make it understandable and help inform the workforce what the benefits are / comparative to other schemes	Link with Cory Blose (Pension Employers Manager), to see what support the Pensions Service can provide with this				Not Started

		Workstream Leads		Working Group		Number of Projects	RAID	
Against the corporate		Alison Golding (SRO) John Desborough Harvie Hughes		Stuart Walls (Consultant) Andrew Cheyne Sarah Comerford Nik Wiles Marie Alland Helen Hudson (NNC - shared resource)		7	Risks, Assumptions, Issues, Dependencies	
The identified KPIs related to the pro								
BRAG	Start Date	End Date	Duration (days)	Comments	Resources	Dependencies	Risks / Issues	KPIs
Green	Jun-21	Jun-22						Turnover
	Jun-21	Jun-22						
	Jul-22	Oct-22						
	Jul-22	Oct-22						
	Nov-22	Mar-24						
	Nov-22	Mar-24						
Blue	Sep-21	Nov-21	62	Available via iCOM, our employee benefits site	N/A	Promotion required		ICOM sign-up
Blue	Sep-21	Nov-21	62	Scheme now in place and available via iCOM, our employee benefits site	N/A	Promotion required		ICOM Usage by theme
Green	Sep-21	Mar-22	182					Uptake in Tusker & Cycle2Work
Green	Dec-21	Jun-22	183	Once we have this paper and we've taken it to ELT, we could do some engagement with workforce to see if there is appetite			Risk that uptake may be low and therefore deals / economies of scale may not be achieved.	Pulse survey to understand satisfaction with benefits offer

Green	Jan-22	Jun-22	152					Average cost of benefits per employee
Green	Jan-22	Mar-22	60	We're looking to see if there are other ICOM benefits, we can promote for free. We're looking to see how we can promote these offers for free.				
Green	Apr-22	Jun-22	62					
	Sep-21	Jun-22	274					
Blue	Jan-22	Mar-22	60					Uptake in purchase annual leave
Blue	Jan-22	Mar-22	60					Annual number of giving back days
Green	Jun-22	Sep-22	93					Total donation to pennies from heaven
Green	Dec-21	Mar-22	121					Number of local discounts

Green	Feb-22	Jul-22	151	Giving Back Days: Gardening, Painting facilities, Litter Picking, Tree Planting, Country Park support, Painting Play Equipment.				
Green	Apr-22	Mar-23	335					
Green	Jan-22	Apr-22	91					
Amber	Apr-22	Jun-22	62					
	Dec-21	Mar-23	455					
Green	Apr-22	Jun-22	62	This must come after we have defined the non-financial offer (1.4.7), selling the entire offer.				Total allowances and expenses

Green	Jun-22	Feb-23	246					
Green	Jun-22	Feb-23	246					
Green	Jun-22	Feb-23	246					
	Apr-22	Feb-23	307					

Metrics

ject (column B), not specific activities / actions within each project (column C/D)

Baseline Figure	Review Figure

2. Achieving Our Goals Through Our High Performing & Flexible Workforce

Focus Areas	Workstream	Principles					
	2.1 Leadership and Management	To develop leaders for the current environment whilst enabling them to deliver future ambitions and clearly setting organisational wide management standards based on listening and learning from our teams.					
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status
	2.1.1 Design of Leadership Development programme for Tier 1-3	Develop options paper for ELT - exploring development offer, to upskill Tier 1-3 into future leaders and ensure consistency is capability.	<p>Focused look at our cohort of new ADs and identifying personal development needs / plans to aid their development based on their experience and exposure. Bespoke approach to be adopted to truly develop individuals.</p> <p>WNC Core Competency ELT working group to be defined to identify learning interventions and outcomes required, to enable the development of personal development plans.</p> <p>For Tier 4: Basics of being a WNC Manager to be defined, to enable a generalised understanding to join-the-dots. To deliver this, an agreement is required on the foundation level of knowledge, skills etc. Ensure this aligns with management programme. Sue W to share current direction of travel to determine this is suitable.</p>	Emma Cooper		SLDP paper went to ELT/AD session on 25.04.2022 to seek feedback. Feedback includes: keen for it to happen at AD/ELT level, but suggested consideration for HoS (Tier 4 level). It was suggested that the basics need to be right for the lower tiers first, and this allows for transformation to happen and determine who Tier 4 is.	In Progress
		Design suite of development options (consideration for bespoke offer, recognised training programme, commissioned activity)	Define a clear leadership pathway, making use of internal, external, commissioned and online resources, to enhance and standardise capability. Actively promoting the Leadership Apprenticeships offer.	Emma Cooper	Apr-22	Management Development Framework, EC proposed internal design workshop to AG, to cover all tiers of management development - EC	In Progress
		Consider use of individual and team psychometrics, to enhance collaboration and understanding of working styles and strengths. Overall development and cohesion of leadership team	This can be done at Tier 1-3	Emma Cooper	Jun-22		Not Started
	2.1.2 Design of Management Development programme (for new	Review of existing offer and produce clear options (including research)		Emma Cooper	Feb-22	CCC & MKC have been contacted to share learning and best practice. Other best practice programmes have been reviewed in other organisations. Complete	Done

manager, developing managers/middle management and front line)	Workforce mapping, baseline metrics to understand make-up of WNC People Managers, who might be eligible and estimated proportion of workforce uptake (%).		Mitch Thomason	Apr-22	Power BI dashboard produced, allowing dynamic and drill down functionality to understand Manager breakdowns via directorate / org level.	Done
	Workshops / ideation sessions to design management development framework, for all tiers of management, identify development pathways (including qualifications, apprenticeships, in-house offer and self- direct learning). Based on the Corporate Plan / Employee Survey / People Strategy / Vision / Values & Behaviours.	On-going engagement with working group to drive the design and scope of this offer. Currently defining principles, objectives, modules and electives, this is in the early stages. WNC HRBPs will provide feedback on what needs to be included within this offer.	Melanie Berman / Emma Cooper		Two workshops completed 8/2/22 and 22/2/22. Identified proposed tiers of managers and core training requirements linked to the Good Managers Guide and THRIVE. To be reviewed and mapped against tiers. Melanie and Lesley have undertaken a gap analysis to understand any missing elements of first line manager proposal. Awaiting feedback from working group before finalising.	In Progress
	Design of internal management development route for aspiring managers.	Need a process to enable early identification of potential and equipping with skills and encouraging them to apply for roles as they arise. Produce paper and cost out what the suite of options might look like (risks, issues, benefits)	Melanie Berman / Emma Cooper	Aug-22	Management Development Framework working group underway. Defined tiers/target audiences and core themes aligned to the Good Managers Guide/THRIVE. Core and elective options for each tier being finalised. MB has been allocated Anne B to support on 1st line manager programme creation. Met, draft outline created. Objectives being firmed up and content sought. MB on leave until 23rd May - Anne working on whilst MB away.	In Progress
	Deliver and publicise complete Manager Development Offer.					Not Started
2.1.3 Design of mentoring programme, partnering with other councils/public sector partners	Develop paper for ELT and accompanying plan-on-a-page outlining approach for mentoring within WNC		Emma Cooper / Lesley Currie		Paper and plan agreed / approved	Done
	Identify, agree and seek Project Sponsor input to drive design of the mentoring offer		Emma Cooper / Lesley Currie		Sponsor identified & accepted: Rebecca Peck - EC/LC have met with RP 1/2/22 to progress	Done
	Working Group to define scope of offer, design approach and development mentoring programme	Lesley pulling together a proposal which will be presented to the working group on 29.04.2022, this will highlight insight and recommendations based on feedback.	Emma Cooper / Lesley Currie		Sponsor is satisfied and governance arrangements have been agreed. 2 meetings taken place to date (15/3/22). Approach being determined. This includes role definition of mentor and mentee, responsibilities and requirements for each. Accessibility for those not on PC's much/at all.	In Progress
	Pilot approach before wider roll-out		Emma Cooper / Lesley Currie			Not Started

		Launch and promotion of the Mentoring programme		Emma Cooper / Lesley Currie			Not Started
2.1.4 Develop internal and external coaching offer across WNC including for leadership		Promotion of existing offer (immediate term)	Intranet and publish approach is in hand 'Boost' Campaign, Quarterly 'Sway' - L&D Newsletter	Emma Cooper / Nicky McCarthy		Boost campaign, also intranet pages in design and further comms planned, power hours, etc	In Progress
		Review and launch internal Coaching Skills training	question 12 04 22- the intranet page is about getting coaching, not about training to be a coach and there is no mention on the page about training.	Emma Cooper / Nicky McCarthy		Coaching Skills course in place, review and promote	Delayed
		Explore available apprenticeships in Coaching and Mentoring (Levels 4, 5 and 6) and offers with ILM qualification included	A lighter-touch, less intense offer needs consideration to allow for a taster or begin developing these skills, making it more appropriate to all levels. Level 3, more suitable for line managers would need to be delivered as a stand alone qualification via ILM Level 5 Apprenticeship available for Coaching & Mentoring, which maps to ILM. Level 3 ILM stand alone qualification available. One-pager document required outline differences between coaching / mentoring. How this can be access for individuals requiring coaching, how to develop coaching skills further. Outlining access routes. Sue W to own.	Vicky Wheatley		Development of Level 5 Apprenticeship scheduled for October - January development. Decision will need to be made if wish to offer Level 3 Coaching and Mentoring ILM qualification as a stand alone programme. PM is overseeing these elements of programme development. Coaching Power Hours available One Day Course available via L&D currently 'Introduction to Coaching'	Planned
		EMC Coaching network to provide external pool		Emma Cooper		In place, currently QA monitoring service provision	Done
		Executive coaching - external provider procurement and briefing for senior managers		Emma Cooper		Contract now received. 6 month contract to Sep 22 view a view to extend? Advice to be sought from Procurement.	In Progress
		Promotion and publicity of coaching and mentoring offers		Emma Cooper			Not Started
		Guidance notes to be produced to inform how to create and conduct Action Learning Sets. Once created these will be promoted and publicised to encourage collaboration and upskilling across services.	Material available in MALP-E programme where they are integral, to be shared with wider workforce Guidance notes to be added to intranet and managers hub when produced	Gabriella Mercuri & Sue Wilson		Action Learning Sets Facilitators slides have been provided.	In Progress

2.1.5 Produce peer self-learning groups for Leaders & Managers to collaborate, appraise and develop each other (action learning sets)	Boost self directed learning culture within WNC, instil principles with Managers to promote the development of their teams	GM/EC/Mitch/Rose - feedback to MB on draft 'Making the Most of Your Learning' graphic, promoting the 70/20/10 approach	Gabriella Mercuri		Self development culture reinforced in Induction materials. 4 Steps to Self Directed Learning 1 page graphic with links created and on intranet. Draft 'Making the Most of Your Learning' graphic created, promoting the wide number of learning options - awaiting feedback.	In Progress
	Design internal sessions for 'how to create self-learning groups and action learning sets' driving the self-learning culture and embedding principles with colleagues and Managers.		Gabriella Mercuri			Not Started
	Develop guidance and supporting resources to drive this (moving away from Silos)	Review guidance that exists, determine suitability and share with workforce.	Gabriella Mercuri			Not Started
	Embed this within our culture using HRBPs					
2.1.6 Development of management forums to bring new & lower tier managers together, L&D focus providing CPD around values, behaviours and basics of being a good manager.	Initial workshop & discovery	Workshop with L&D (GM) and HR to design	Gabriella Mercuri	Jan-22	Went to ELT/AD session in April. ELT suggested we are not organisationally mature enough to focus session on values, it should be hinged around the basics.	Done
	Refine scope of the forum	Engage the C&EMs to understand what directorate sessions have taken place. We will then put a proposal together for ELT to understand what the cross cutting offer looks like. Alison Golding to think over approach, before progressing further based on ELT feedback. To be aligned with basics manager learning outlined in 2.1.1 for Tier 4. Consideration for when, where, who.	Alison Golding	May-22	Gabi, Clare, Melanie, Emma and Rose have mapped values against behaviours. Currently with AG to review and take to ELT	In Progress
	Develop and build out resources, to aid the delivery and management of the forums.	Consideration for the first sessions being 'market stall focused' to allow managers to understand about what the organisation delivers more generally, networking.	Alison Golding		Need to weave in Psychological Safety	Not Started
	Launch and promotion of offer					Not Started
	Year 2 action plan, focus on values based sessions to embed behaviours, values etc.					Not Started
2.1.7 Produce the Basics of Being a Good Manager Guide	Produce guide outlining People Manager	N/A	Alison Golding	N/A	This has been produced and has been agreed by	Done
	Upload, communicate, promote and circulate to		Alison Golding	14/02/22	02/22 - With Comms & ELT to approve	Done
	Review guide, usage and feedback to assess value added for managers.		Alison Golding			Not Started

e Workforce

	Workstream Leads	Working Group	Number of Projects	RAID	
current high performing	Alison Golding Melanie Berman Emma Cooper (L&D)	Clare Young Gabriella Mercuri Sue Wilson Karen Hutchinson	5	Risks, Assumptions, Issues, Dependencies	The identified KPIs related to the proj

BRAG	Start Date	End Date	Duration (days)	Comments	Resources	Dependencies	Risks / Issues	KPIs
Green	Feb-22	May-22	110	MC ³ - Data on managers with over 3 direct reports, who completed the survey (dealt with on a 1:1 basis). A script is being produced for ADs to have these coaching conversations and identify opportunities				% uptake by cohort
Green	Feb-22	Apr-22	59					Turnover by length of service
Amber	Apr-22	Jun-22						
	Feb-22	Jun-22	120					
Blue	Dec-21	Feb-22	62					Attendee satisfaction survey

Blue	Feb-22	Mar-22	28					% uptake
Green	Feb-22	Apr-22	59					Turnover by length of service
Green	Feb-22	Aug-22	181	Thoughts on accreditations: ILM does give the feel of rubber-stamp. Apprenticeships should be encouraged to make use of the levy if appropriate. Varied offer of ILM, Apprenticeships, hybrid mix Employee survey data can be used to inform the development of the paper. Consideration for size and complexity of work environment our workforce have come from.			For apprenticeships element, we need to be mindful of whether employee is in post or not and if a relevant portfolio can be built to reflect experience / learning.	
Amber	Apr-22	May-22	30					
	Dec-21	Aug-22	243					
Blue	Dec-21	Dec-21	0					Number of partners engaged with
Blue	Jan-22	Jan-22	0					% Uptake
Green	Jan-22	May-22	120					Mentee satisfaction survey
Green	Jul-22	Nov-22	123					

Green	Jan-23	Jan-23	0				
	Dec-21	Jan-23	396				
Green	Jan-22	May-22	120				% Uptake
Amber	Jan-22	Mar-22	59				Coach satisfaction survey
Red	Feb-22	Mar-22	28				Split of internal and external offers
Blue	Jan-22	Feb-22	31				
Green	Jan-22	Apr-22	90				
	May-22	May-22					
	Jan-22	May-22	120				
Green	Feb-22	Mar-22	28	MALPE has guidance slides on how to set up and the purpose of Action Learning sets which can be used to support this. MB.			% Uptake

Green	Apr-22	Mar-23	334	Checklist is first step. Connections also need to be made to 70/20/10 learning methodology, appraisal conversations etc. Also with the leadership and management workstream. MB				
Amber	Apr-22	Jun-22	61					
			0					
			0					
	Feb-22	Mar-23	393					
Blue	Jan-22	Jan-22	0					% uptake
Green	Feb-22	Jun-22	120					% uptake CPD modules
				Need to weave in Psychological Safety				
	Sep-22	Sep-23	365					
	Jun-22	Sep-22	92					
	Jan-22	Sep-23	587					
Blue	Jan-22	Jan-22	30					Pulse survey or focus group feedback
Blue	Feb-22	Feb-22	13					
	Oct-22	Dec-22	61					
	Jan-22	Dec-22	313					

Metrics

Project (column B), not specific activities / actions within each project (column C/D)

Baseline Figure	Review Figure

2. Achieving Our Goals Through Our High Performing & Flexible Workforce

Focus Areas	Workstream	Principles					
	2.2 Establishing High Performing Teams	To develop a progressive and effective performance management programme for the Council. Supporting employees to achieve their potential, career goals and best selves to deliver for West Northamptonshire residents					
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status
	2.2.1 Development of a performance review framework for WNC (V.I.P / Continuous Conversations)	Engagement workshops with workforce to obtain insights and workforce requirements for a new approach to appraisals.	N/A	Jen Burt	N/A	Conducted focus groups to seek the views of WNC staff about performance conversations.	Done
		Develop (interim) approach to performance management using a continuous conversations approach.	N/A	Clare / Harvie		On 28.02.2022 ED/AD session to outline approach combined with launch of first birthday Kudoboard (allow for org-wide recognition (manager to direct reports, peer-to-peer recognition, wider workforce thanks). Recording mechanism / form produced. Campaign launched: HRPB launch in directorates, workforce wide comms, Manager engagement, intranet page developed and promoted, MS Teams and Blog reminders. Inclusion of 'Basics of good Management' Guide and review of Worker Type.	Done
		Design and develop approach and underpinning policy, for V.I.P Continuous Conversations. Consideration must be given to pay (non-consolidated bonus) and should include centrally employed teachers.		Clare Young Harvie Hughes		Verbal update to the TUs on the 29th March. policy to follow. In draft format and feedback being sought from focus groups. Run workshops with managers to obtain feedback on process development.	In Progress
		Development of guidance, supporting documentation & training		Emma Cooper L&D		L&D Support required (the training should be more light touch).	Planned
		Train, Communicate and Launch with all managers & workforce and ongoing comms throughout the year - motivational comms, link to resources and training	Upload to intranet FAQs This will be informed following the interim closing conversation approach	Clare / Harvie	Mid-April	L&D to have a month from 15th March to pull together training	In Progress

	ELT Engagement 17th Jan - Outline 21st Feb - Apprenticeships & Continuous Conversations 28th March - ED/AD session to present finalised V.I.P Conversations Offer (inc. sign-off).	We need to define the interim approach for appraisals, agree to continuous conversation, step away from annual appraisal	Clare Young + Ali		Delayed until form road tested. To liaise with AG re possible dates	In Progress	
	Share with TUs 16th Feb - Interim approach (close off current year). Intro into V.I.P (continuous conversations). 29th March - V.I.P to be agreed	February discussion taking place, it will be followed up in March	Clare Young + Ali		TUs have been consulted with regarding general principles. Final policy to be shared.	Delayed	
	Review of all policies that reference appraisal and performance review framework to ensure they interrelate and are reflective of the new approach		Harvie/Rose		pay policy/contracts removing ref to appraisal/improving performance policy/working for us information that goes pre starter/check probation/induction/new managers training (hr does)	Not Started	
	How do we determine increments for those on TUPE T&C and those of WNC T&Cs	Conversations for ex NCC, automatic for D&Bs, West Northants Interims pragmatic conversation Is this linked to pay?				In Progress	
	Phase 2, determine opportunities to automate, report and see progression. Consider procurement and the adoption of system lead approach to bring efficiencies, allow for a more consistent, secure offering.					Not Started	
	2.2.2 Introduce Manager / Leadership Scorecards	Obtain Employee Survey data and work with Best Companies to determine if is reportable in a Power BI format, so it can be used fir different purposes than the core report they produced	Is this linked to the pulse surveys in any way?	Clare Young		Pulse surveys planned for May 22 with specific groups (Revs and Bens) and whole workforce (Sept) review for duplication with 3.1	In Progress
Internal workshop to identify and define high-level measures / metrics		What exactly are we measuring?	Mitch Thomason			Done	
Mock-up and design scorecard and evaluate for accuracy and robustness.		Design the Power BI dashboard template and secure data as available	Mitch Thomason		Engagement has taken place with Finance, Procurement, Best Companies, NNC Workforce reporting function (hosted), Apprenticeships. It appears the data sets required, as not sufficient in their exportable format as there are not linkable qualities, meaning manual administration will be required.	Delayed	
Share with Sarah Reed / ELT to sign-off ahead of roll-out within Tier 1 - 3 management			Mitch Thomason			Not Started	

2.2.3 Developing Psychological Safety in the workplace	Analysis of Workforce Clever Together (Big Conversations) outcomes to understand current feelings and suggestions around what can be done to foster this environment.	TBC	Clare Young & Sarah Reed	25/02/22	Employee conversation 18th April - May (3 week duration) All WNC email address provided Questions agreed	In Progress
	Horizon Scanning around what high performing teams look like, how to implement a psychological safe environment and the benefits.	Research into best practice to drive our approach in delivering psychological safety				Not Started
	Include as part of Management training offer - Module development	To be raised with Emma Cooper as L&D lead				Not Started
	Identify if accreditation frameworks are available to reflect our efforts in driving forwards achieving this.					Not Started
2.2.4 Removing silos to allow for cross workforce engagement and collaboration to enable knowledge sharing and expertise transfer	Research on how to work collaboratively, in a multi-disciplinary way, avoiding silos or communication breakdown (cross-pollination across teams, services and directorates).	Talent pipeline, Learning Needs Analysis, Skills matrix, opportunities for progression and exposure. Link to performance				Not Started
	Introduce problem solving groups for Futures Development Programme and New Managers					Not Started
	Implementation of action learning sets. Develop plan to enable cross-workforce problem solving, with outcomes based on sharing skills and insights. At all levels not just Leaders and Managers.					Not Started

tonshire Council's											
Workstream Leads				Working Group		Number of	RAID		Metrics		
Clare Young Alison Golding				Clive Marshall Celeste Robinson		5	Risks, Assumptions, Issues, Dependencies		The identified KPIs related to the project (column B), not specific activities / actions within each project (column C/D)		
RAG Status	Start Date	End Date	Duration (days)	Comments		Resources	Dependencies	Risks / Issues	KPIs	Baseline Figure	Review Figure
Blue	Nov-21	Dec-21	30						% of V.I.P Conversations complete & ratings (dependent on being able to report from ERP)		
Blue	Feb-22	Mar-22		FAQs developed to support this exercise.					Number of enquiries / emails regarding V.I.P (HR Advisory inbox)		
Green	Feb-22	Apr-22	59	Flexible approach that will support employees to meet their objectives and in turn deliver WNC's priorities, there will be a focus on wellbeing during the conversations.			Consideration for how outcomes are stored within ERP		Pulse survey & focus group feedback		
Amber	May-22	May-22	0	Tailor the conversation between an employee and their line manager around the individual employee's objectives and development goals to support WNC's learning culture.					April 22 Focus groups - qualitative feedback on 2021/22 end of year conversations		
Green	Apr-22	Apr-22	0	Involve L&D							

Green	Apr-22	May-22	30	People Strategy Document & the bones of Jen's appraisal document						
Amber	Feb-22	May-22	89							
	Apr-22	Apr-22	0							
Green	Jun-22	Sep-22	92							
	Apr-23	Mar-24	335							
	Nov-21	Mar-24	851	This could also capture underutilised skills						
Green	Dec-22	Jan-22						Senior Manager feedback		
Blue	Dec-22	Jan-22						Scorecard metrics		
Amber	Jan-22	Apr-22		Power BI will be used as the once the template is created, it required limited administration (if the datasets are correct and have linkable qualities)						
	Apr-22	Apr-22								
	Jan-22	Apr-22	90							

Green	Apr-22	May-22	30					Pulse Surveys		
Green	May-22	Jul-22	61	L&D involvement in 2.2.2 section		Linked with Good Manager Guide and associated behaviours				
Green	Jul-22	Aug-22	31			Link with leadership and management programme				
Green	Jul-22	Aug-22	31							
	Apr-22	Aug-22	122							
	Apr-22	Aug-22	122	How do we move away from Silo working? How to we enable peer learning? Enabler service delivery model? How do encourage across service working? How do we create those opportunities?	Digital Suggestion box	2.2.3 L&D involvement needed		Pulse Survey		
	Sep-22	Mar-23	181	how do we get the workforce together to collaborate to solve issues. Instils the values of big conversations.				Line Manager Feedback		
	Apr-23	Mar-24	335					Employee survey		
	Apr-22	Mar-24	700							

2. Achieving Our Goals Through Our High Performing & Flexible Workforce

Focus Areas	Workstream	Principles					
		2.3 Diversity & Inclusion	Equal access to opportunity within the workplace. It is proven to improve the cultural and success of organisations by bringing together a wealth of experience and ideas. How the Council approaches diversity in the workplace should reflect our ambitions for residents and vice versa.				
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status
		https://cumbria.gov.uk/elibrary/content/internet/536/5901/6049/433131516.pdf					
	2.3.1 Baseline of 'AS IS' workforce Diversity & Inclusion data, to aid target setting to drive future inclusion	Outward research to understand best practice in relation to EDI. What are other LA publishing or doing to create a more inclusive workforce.	Get resources on what they did, and then arrange a follow-up session	Zoe White	15/02/22	Met with Hertfordshire County Council Reach out to other unitary authorities	In Progress
		Campaign to promote and encourage workforce to disclose D&I data.	How are we going to engage TUs on this? Development of a campaign with Comms	Amy & Zoe		Business Systems can amend home page to show D&I data, but this was deprioritised at CAB	In Progress
		Campaign to promote and encourage workforce to enable non-office based workforce (without ERP access) to be able to disclose D&I data.	Work with registered and depot managers to define best approach to get this data Manager supporting guidance required, to ensure confidentiality, anonymity etc.	Amy & Zoe		Development of a proforma for Care homes & Depots	In Progress
		Comms Plan & supporting resources	To arrange a meeting with Marie McCormack	Zoe	15/02/22		Not Started
		Undertake thorough review of data we hold to understand the make-up of our organisation, identify trends to inform parts of the People Strategy (this must be done organisationally, directorate / service)	Obtain figures on proportion of the workforce that have completed the D&I iLearn training Who can we ask to support this analysis	Amy	15/02/22	Data Sources: •E-recruitment (AF to check with SA on how they collate this data outside of e-recruit) •Opus – Agency (AF to check how do we know the breakdown of our temporary workforce) •Exit – data around who is leaving and why?	Not Started
		If data is patchy, develop and make use of Pulse Surveys to help inform organisational understanding					Not Started
	2.3.2 Achieving LGA's Equality Framework for Local Government (EFLG)	Analyse the local labour market and scrutinise equality mapping data					Not Started
	Module: Workforce Diversity & Inclusion Category: Developing	Review recruitment policy and procedure, to ensure learning from analysis is reflected.					Not Started

	Category: Developing	Monitor and report on the progress of protected groups through the organisational hierarchy (including recruitment through all stages)					Not Started
	2.3.3 Achieving LGA's Equality Framework for Local Government (EFLG) Module: Inclusive Strategies & Policies Category: Developing	Develop a workforce equality strategy					Not Started
		Put a process in place to ensure an EQIA is undertaken for any new / changing policies or procedures					Not Started
		Using analytics, develop training and strategies that support the larger equalities agenda					Not Started
		Ensure a range of inclusive structures are in place to include and involve staff				Staff networks in place (this is a shared platform between WNC, NNC & NCT)	Done
		Policies are in place to deal with harassment and bullying				This has been developed as part of our standard HR practices	Done
		All employment policies and procedures comply with equalities legislation and codes of practice				This has been developed as part of our standard HR practices	Done
	2.3.4 Achieving LGA's Equality Framework for Local Government (EFLG) Module: Collecting, analysing and publishing workforce data Category: Developing	Organisation reports annual on its gender pay gap (due march 2023)				This has been developed as part of our standard HR practices	Not Started
		Encourage the workforce to provide data with initiatives in place to increase the disclosure of equalities information				See 2.3.1	In Progress
		Analyse data organisationally and by service by directorate				See 2.3.1	Not Started
		GDPR process are in place and regulations are being met				This has been developed as part of our standard HR practices	Done
		Diversity monitoring is separated from recruitment decision	This will be picked up as part of the TribePad implementation				Not Started

2.3.5 Achieving LGA's Equality Framework for Local Government (EFLG) Module: Learning, development and progression Category: Developing	Assess what equality related learning or development is required in the organisation				This is underway as part of the mandatory training review	Not Started
	Appropriate behavioural competencies has been identified for the workforce				This is underway as part of the behaviours framework	Not Started
	The learning and development plan takes account of equality issues including the progression of under represented groups					Not Started
	Induction and member training includes equality training	Pick up with democratic services to engage members around this			This is underway as part of the mandatory training review and as part of the organisation orientation	Not Started
	The appraisal processes ensure staff and managers are aware of their equality responsibilities and accountabilities				This is underway as part of the VIP continuous conversations	Not Started
2.3.6 Achieving LGA's Equality Framework for Local Government (EFLG) Module: Health & Wellbeing Category: Developing	The organisation uses workforce data and other information to determine its health and wellbeing priorities. Staff in protected groups must have opportunities to feed into these considerations.				This is being progressed within the Wellbeing workstream, as part of the development of our WNC Wellbeing Strategy	In Progress
	WNC has assessed all aspects of the working environment regarding Health & Safety and COVID-19 and staff are engaged.				This is being picked up as part of the work environment workstream All COVID-19 related activity is under constant review	Done
	The organisation has considered working arrangements and patterns in light of the COVID-19 pandemic				In place from day one, in addition WNC reviewing how it structures its workforce under the West Ways of Working programme.	In Progress
	Policy in place for reasonable adjustments				This has been developed as part of our standard HR practices	Done
	Occupational Health Services are in place				This has been developed as part of our standard HR practices (HML retendered in 2021)	Done
	WNC starts to address mental health issues in the work place				Mental Health First Aiders in place Being picked up as part of the Wellbeing Strategy	In Progress
2.3.7 Review use of staff networks and the potential use of equality	Review of staff networks, usage, engagement, training needs, gaps in the networks etc.	end of year one review to be carried out by EDI lead HR with recommendations report for year 2				Not Started

champions (Enablers and Supporters) within the authority	Explore whether equality champions role is a useful approach with potential responsibilities, involvement and governance	Is training required? Liaise with L&D early before decisions are made				Not Started
	Identification and recruit equality champions	How can they actually drive equality? What works?				Not Started
	Define and deliver training to outline, advise on responsibilities and make the purpose of the roles clear					Not Started
	Introduce briefed and training equality champions across the organisation to ensure inclusivity, through being the face and task force to drive equality across the organisation	Cultural changes needed? Organisationally have we done a skills audit? For Champions? Consider who is best placed to do this. What specific skills to be audited?				Not Started
2.3.8 Review LGA framework achievements and reflect projects and actions for the higher tier categories (Achieving & Excellent)	Review all Developing activities to ensure we adhere to framework for that category					Not Started
	Reflect Achieving framework tasks in the project plan to undertake the next milestone					Not Started

Workstream Leads													
Workstream Leads				Working Group		Number of Projects	RAID			Metrics			
iversity and inclusion in				Amy Francis Zoe White		Caroline Napier Karen Hutchinson		5	Risks, Assumptions, Issues, Dependencies			The identified KPIs related to the project (column B), not specific activities / actions within each project (column C/D)	
BRAG	Start Date	End Date	Duration (days)	Comments		Resources	Dependencies	Risks / Issues	KPIs	Baseline Figure	Review Figure		
Green	Feb-22	Feb-22	0						Benchmarking to locally published statistics (Public Health & BIPI)				
Amber	Jan-22	Mar-22	59						% increase in ERP data for each D&I category				
Red	Jan-22	Feb-22	31						Revised benchmark to national and local statics (measure variance)				
	Feb-22	Mar-22	28						% increase in EDI data from hard to reach workforce				
	Mar-22	Apr-22	31	Analysis of data provided to include cross-referencing with: <ul style="list-style-type: none"> • appraisals • staff turnover • pay • absenteeism • bullying and harassment 									
	Apr-22	Apr-22	0										
	Jan-22	Apr-22											
	May-22	Jun-22	31										
	Jun-22	Sep-22	92										

	Oct-22	Mar-23	151							
	May-22	Mar-23								
	Sep-22	Mar-23	181							
	May-22	Sep-22	123							
	Sep-22	Mar-23	181							
Blue	Apr-21	Apr-21	0							
Blue	Apr-21	Apr-21	0							
Blue	Apr-21	Apr-21	0							
	Apr-21	Mar-23								
	Mar-23	Mar-23	0							
Green	Mar-22	May-22	61							
	May-22	Jun-22	31							
Blue			0							
	Jun-22	Sep-22	92							
	Mar-22	Mar-23								

	Sep-22	Nov-22	61							
	May-22	Aug-22	92							
	Sep-22	Mar-23	181	This cannot commence until the L&D function is disaggregated from NNC						
	Jun-22	Oct-22	122							
	Apr-22	May-22	30							
	Apr-22	Mar-23								
Green	Mar-22	May-22	61	Public Health JSNA: https://www.northamptonshire.gov.uk/councilservices/health/health-and-wellbeing-board/northamptonshire-jsna/Pages/default.aspx						
Blue	Apr-21	Apr-22	365	This is now a BAU exercise which is under consistent review						
Green	Jun-21	Sep-22	457							
Blue	Apr-21	Apr-21	0							
Blue	Apr-21	Apr-21	0							
Green	Jun-21	Mar-23	638	This has been on-going since day 1						
	Apr-21	Mar-23								
	May-22	Jul-22	61							

	Aug-22	Nov-22	92					Number of champions recruited		
	Jan-23	Mar-23	59	Timeline to be determined if viable approach				% of workforce who are champions (per directorate)		
	Apr-23	May-23	30							
			30							
	Jun-23	Jul-23								
	May-22	Jul-23	426							
	Mar-23	Mar-23	0							
	Apr-23	Apr-23	0							
	Mar-23	Apr-23	31							

2. Achieving Our Goals Through Our High Performing & Flexible Workforce

Focus Areas	Workstream	Principles				
	2.4 A Culture of Learning and development	WNC encourages a learning culture across our workforce through the use of in house training and development programmes, apprenticeships, clear career pathways and Graduate development/shining key attraction tool and also enables the organisation delivery the corporate priorities through innovation.				
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update
	2.4.1 Creation & Delivery Planning of Apprenticeship strategy for WNC	Apprenticeship Strategy Delivery & Sign-off	To be uploaded to WNC Intranet for the next time we meet	Vicky Wheatley	20/02/22	Branded version received from comms. VW and BF meeting 26/04/2022 to complete final spell check and ensure happy with illustrations. Will feedback to comms and MT on 26/04/2022
		Recruitment to support delivery of agreed strategy	Using internal resource in the immediate term, and may use agency staff as required (but this is not preferred).	Vicky Wheatley	01/04/22	3 agency jobs to be advertised - Traineeships Programme Developer, Work Place coordintaor, Trainer Assessor as current trainers at full capacity with new intake of learners expected July 2022. Working groups have now been organised to focus on different elements of strategy to start making strategy operational. Further staff have moved to acting up positions so two projects have become limited in what will be able to deliver.
		Planning & co-ordination of delivery activities	Development of a detailed breakdown of key delivery activities Spreadsheet produced for Managers in Apprenticeships, to assign actions and identify task owners. All work to commence 1st May	Vicky Wheatley		Apprenticeships PADP objectives are all set around Apprenticeships Strategy Delivery
		Develop Apprenticeship Pay Policy and consideration for contractual arrangements	Proposal for work experience to be provided with daily allowance. David Hannah is currently looking at this with VW. There are only 2 x L2 apprenticeships which will be paid at apprenticeship minimum wage. For L3+ apprenticeships roles will be paid at 70% of substantive post salary +D7 Paper to go to ELT to agree 09/05/2022	Vicky Wheatley	09/05/22	
	2.4.2 Identification and promotion of existing career pathways and the development of new	Development and implementation of Traineeships with a focus on Care Sector	Arrange a meeting with Registered Care Managers to determine suitability of the programme	Vicky Wheatley		Proposal for 2 programmes - one care focussed and one generic administrative focus. Programme outline plan now being developed.

career pathways, linking with partner organisations where possible	Implement quality review mechanisms to aid continued value-added analysis of L&D Delivery Partners and to adapt delivery models based on service user feedback	Learner & Manager Surveys, development for various stages of each programme	Vicky Wheatley		Survey is being devised at the moment to start to set baseline figures. Survey to be circulated immediately after 1st May bank holiday. Results should be reported June
2.4.3 Identify, design & expand on existing tools to support self-directed learning and drive L&D participation	Build advice, guidance and process to enable staff to take ownership of the identification of self-directed learning opportunities (beyond iLearn) to introduce a systematic way to develop and encourage all workforce to undertake training beyond classroom based learning to help them achieve career progression.	Develop: - Self coaching questions self-directed learning - Manager driven questions to aid self-directed learning - Ensure tools are communicated, so individuals can identify their own learning goals and drive their own development - Implement a monthly rolling calendar, with different themed initiatives, to drive CPD - Self-Development Toolkit (Thrive Toolkit) - Changing the message with Managers to drive learning - Promotion of L&D, encouraging and driving personal development. Active Comms - Linking with secondments, networks, delegation - Learning Calendar for the year (aligned with Behaviours Framework)	Gabi Mercuri	March	4 Steps to Self Directed Learning created, finalised and posted onto the intranet. Draft 70/20/10 1 page 'making the most of your learning' graphic created, with suggested ways of learning - MB sent it to L&D Managers for feedback. SWAY newsletter produced to drive learning Gabi to add tags to iLearn to link to the Thrive Values (e.g. Search Respect, determine the results) Self-directed learning to be weaved into VIP Conversations - link to appraisal workstream
2.4.4 Review of mandatory training, to create mandatory training offer based around job roles	Review suite of mandatory training, identify rationale for inclusion of each element and working with module owners to ascertain which groups of staff each module applies to.	Liaise with module/policy holders and key stakeholders to establish what is essential for all and not relevant to certain job holders. Establish current agreements based on previous L&D contact.	Melanie Berman		MB met with all West mandatory training SME's apart from Luiza Morris-Warren, seeking background info on Customer Service training from L&D prior to meeting her. Report part completed.
	Develop recommended delivery model / plan for all mandatory training, considering requirements relating to front line and operational staff (org-wide, beyond just L&D) - consideration for shift workers, agency workforce. Making it quicker and more accessible.	Recommendations to be determined after consultation with key stakeholders and ELT agreement.	Melanie Berman		See above, no easy answers! Will reference in the above report.
	Clarity required around mandatory training required for agency workers (could we offered a shortened version)	Contact HR for advice on this	Melanie Berman		Asked on highlight report for final decision from HR. Waiting for clarity. 22/04/22 still waiting
	Develop paper for ELT, outlining recommendations or different approaches to the delivery of mandatory training for our workforce groups (roles, job families, operational workforce).	Meetings have been scheduled for April with SME's to discuss what is truly mandatory training, rationale and frequency (MB).	Melanie Berman		

stars programmes and this culture is a											
			Workstream Leads		Working Group	Number of Projects	RAID		Metrics		
			Gabiella Mercuri Melanie Berman Vicky Wheatley		Helen Ramos Clive Marshall Emma Cooper (L&D)	5	Risks, Assumptions, Issues, Dependencies		The identified KPIs related to the project (column B), not specific activities / actions within each project (column C/D)		
Progress Status	BRAG	Start Date	End Date	Duration (days)	Comments	Resources	Dependencies	Risks / Issues	KPIs	Baseline Figure	Review Figure
In Progress	Amber	Sep-21	Nov-21	61							
In Progress	Green	Feb-22	May-22	89				There is an issue around L&D resource retention currently, likely due to impending restructure and demands on the service.			
In Progress	Green	Mar-22	May-22	61							
In Progress	Green	Mar-22	Apr-22	31	Helen Ramos in Policy team - could advise						
In Progress	Green	Feb-22	Sep-22	212					Number of Traineeships & T-Levels		

In Progress		Mar-22	Jul-22	122					Training satisfaction survey / provider		
In Progress	Amber	Mar-22	Mar-23	365	See also VIP activity under 2.2 can we include a visual of the 70/20/10 learning approach?				Clicks on "Self-Development Tool kit" and number of modules completed		
In Progress		Apr-22	Nov-22						% of employees completing all required mandatory		
In Progress		Apr-22	Nov-22	214	Induction work group agreed priority of mandatory training (to be defined) takes place by the end of first 2 weeks for new starters, scheduling up to Service area management, the rest by the end of the first		Organisation Orientation, working group to feed thoughts and input into this forum for decision making				
In Progress		Mar-22	Apr-22	31							
In Progress		Apr-22	Nov-22	214							

2. Achieving Our Goals Through Our High Performing & Flexible Workforce

Workstream		Principles						
Focus Areas	2.5 Organisational Design and Development	Business partnering the organisation for transformation. Supporting and advising on service design, spans and layers, following corporate wide direction and encouraging digital analysis as part of the de						
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status	
	2.5.1 Refocussing of HR service delivery model to place stronger emphasis on organisational design and development to deliver better outcomes for services and deliver transformation	Creation of lead role for Organisational Design with grouping of roles underneath which can deliver systematic change through analysis of data, review of structures, targeted OD interventions and policies and processes		Alison Golding			Done	
		Recruit to role, embed changes and ensure appropriate training in place within HR team		Alison Golding			In Progress	
		Undertake a review and redesign the Learning & Development function following disaggregation, to embed learning principles and excel organisation approach to Organisational Design & Development.		Alison Golding			Not Started	
							Not Started	
							Not Started	
	2.5.2 Develop and agree corporate approach to spans of control, organisational layers/levels and scope	Organisational wide roll out of Modeller to enable better visualisation of the establishment.	Chase for roll-out	Mitch		Currently chasing Business Systems for an update	In Progress	
		Organisation wide adoption of appropriate technology including Power BI metrics for accurate tracking and reporting	Requirement to build API (chase Tomasz), roll-out with modeller	Mitch		Delayed - see above	Delayed	
		Cleansing of the establishment to give a true reflect of the current organisational make-up (vacancies inc.)	Put process in place to close long term vacant poss. on a monthly basis. Put process in place between BPs and ADs to ensure regularly reviews of establishments are taking place at DMT/SMTs	HRBPs + Marie Alland			Process in lace to close vacant posts +9 moths commenced Feb	In Progress
		Workshops with ADs to identify short and long-term opportunities, which can be delivered in partnership with Transformation to bring organisational efficiencies. Completion of Proforma outlining opportunities and key focus points						Not Started
							Exploring business case for integrated enabling services support model	Not Started

		Workstream Leads		Working Group		Number of Projects	RAID			Metrics		
Design of services		John Desborough Gabi Mercuri				1	Risks, Assumptions, Issues, Dependencies			The identified KPIs related to the project (column B), not specific activities / actions within each project (column C/D)		
BRAG	Start Date	End Date	Duration (days)	Comments		Resources	Dependencies	Risks / Issues	KPIs	Baseline Figure	Review Figure	
Blue	Feb-22	Mar-22										
Green	Apr-22	May-22										
	Oct-22	Mar-23										
	Feb-22	Mar-23										
Amber	Sep-21	Mar-22	181						% of spans of control with 3-7 direct reports			
Amber	Sep-21	Jun-22	273						Power BI satisfaction survey, is it fit for purpose and useful			
Green	Jan-22	Jul-22	202						Number of vacancies by month			
	Jul-22	Aug-22	31									
	Jul-22	Dec-22										
	Sep-21	Dec-22	456									

3. Creating A Culture of Engagement & Wellbeing

Workstream		Principles					
Focus Areas	3.1 Culture & Engagement	WNC to have one clearly defined, high performing organisational culture based on trust and a strong psychological contract. Employees are motivated and engaged, working in cohesive teams that collaborate. Individuals and teams are clear on how they contribute to the success of the organisation, and their part in delivering the council priorities (the golden thread).					
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status
	3.1.1 Initial baselining of culture and engagement across the authority (Best Companies employee survey development & roll-out)	Deliver & analyse Employee Survey	N/A	Clare Young	N/A	N/A	Done
		Explore whether there are any additional organisational metrics that can support this.	Metrics: Turnover by length service and demographic, promotion, on-boarding and Exit Surveys	Rachel	22/03/22	Rachel & Klaudia reviewing Employee Survey & Exit interview to see if there is feedback around stunted development (for 2.4 Culture workstream). Alternative metrics have been sought but there is a lack of useful insight / data available. LGA offers best insight, but still of marginal use.	Done
		Pulse surveys to be used to aid review of culture and engagement. Organisational wide pulse surveys on several targeted factors from September onwards.	My Manager, My Company & My Team factors to be reviewed within: DTI, Revs & Bens and Payroll to be engaged to review their factors.	Clare			In Progress
	3.1.2 Action planning based on the results of the Employee Survey	ELT Survey session to identify organisational level actions and commence discussion on directorate level action plans	Attending ELT 12/01/22 to share action planning to date.		Mid April		Done
		Workforce comms & engagement at organisational level to inform change journey.	Reinvigorating Change Champions and focusing on getting more reps in hard to reach areas.	Clare Young & Katie Arnold		19/01/22 session between HRBP & Comms to pursue this. Must determine how to best use pulse surveys before they expire. Manager briefings and core briefing packs to be picked up with Comms in 2 weeks. 'You said', 'we did comms', have been issued from CEO.	In Progress
		ADs and HRBPs to continue directorate and service level action planning.	Ensure ED has issued comms/done follow up session with teams. Follow-up surveys required to measure progress following action plan initiatives.	HRBPs doing this with EDs and ADs Clare to chase Adults & Place		Finance and Corporate Services have a comprehensive plan.	In Progress
		Workforce comms and engagement at directorate / service level on action plans	AD (Service Level) action planning comms to be issued.	Alison Golding			In Progress

3.1.3 Design of organisational behaviours framework that embodies our values	Research around best practice and how this is done well. Does the Employee Survey help with any of this, the best practice element?	This is done and available on H: Drive	Klaudia	N/A	Complete	Done	
	Draft Framework		Alison, Rose & Gabi		This is complete, awaiting further review following Workforce 'Big Conversation'.	Done	
	Engagement around Framework to ensure we're fully encapsulating what our workforce expect to see (Clever Together)	Link in with Clare Young to ensure we feed into the clever together conversation for WNC to ensure the outputs inform our behaviours framework Change & Engagement Managers need to be involved in working with hard to reach groups of the workforce, engaging face-to-face. Need to be clear on data re-entry approach. HR colleagues to support this.	Alison & Rose		Clever Together work to take place 19/04 - 06/05. This will inform what needs to be in the final version of the framework.	In Progress	
	Re-work draft framework based on Clever Together	Analysis can be captured from Clever Together as we progress.	Alison & Rose	01/06/22	To be pursued once conversation ends.	Planned	
	Attend ELT and AD session to share complete Behaviours Framework for review, input and publication.	Arrange agenda slot	Alison		Dependent on Gabi adding L&D Support information.	Not Started	
	Identify next steps and devise implementation and roll-out plan to embed the behaviours	Manager workshop sessions				Not Started	
3.1.4 Support formulation of a strategy and delivery model to enable effective comms & engagement, focusing on non-office based workforce (frontline & non-tech workers).	Horizon Scanning Market research to ascertain and understand best practices for communicate/engagement in large, complex organisations		Rose, Chloe & Steven		Steven has been focusing on networking for success, undertaking considerable research which has been shared with a workshop to follow. Examples have been sought from private and public sector organisations, to compare WNCs approach (links available on intranet)	Done	
	Initiate 'harder-to-reach' workforce engagement with online form and managers drop-in sessions. Conduct subsequent analysis to inform opportunities and recommendations.	Presentation paper to go to ELT on 25/04/2022 for consideration.	Mitch & Alison	08/03/22	Survey has been developed, communicated and launched with this cohort. Managers drop-in session have taken place. Analysis and presentation paper has been put together for ELT consideration.	Done	
	Engage Communications Team to support development of internal communications strategy and deliver plan based on presentation paper findings. This will see the implementation of mechanisms to address limited engagement	Arrange a catch-up with Marie to see how internal comms strategy is shaping	Rose & Mitch			Not Started	
	Determine roll-out and delivery approach to embedding agreed values and behaviours throughout the workforce.		Leads		AG applied to LGA, who are seeking engagement with 10 LAs to embed values through a project title a "The Value of Values"	Not Started	

3.1.5 Embed values and behaviours throughout WNC to instil our desired culture	Ensure values and behaviours are reflected in all documentation, learning and policies.	Undertake internal audit of policies/ documentation	All			Not Started
	Manager engagement to communicate expectations and promote role modelling of values and behaviours.	Link to induction materials. Workshops. VIP conversation guidance.	Alison			Not Started
	Workforce wide launch and defining an engagement approach to continually reinforce values & behaviours.	Roadshows . Link to work being undertaken by Gabriella Mercuri. Value awards.	All			Not Started

borate across the											
Workstream Leads				Working Group		Number of Projects	RAID			Metrics	
Alison Golding Rose Kavanagh Marie McCormack				Harvie Hughes Rachel Wilson Klaudia Stando		5	Risks, Assumptions, Issues, Dependencies			The identified KPIs related to the project (column B), not specific activities / actions within each project (column C/D)	
BRAG	Start Date	End Date	Duration (days)	Comments		Resources	Dependencies	Risks / Issues	KPIs	Baseline Figure	Review Figure
Blue	Oct-21	Jan-22	92						Comparative employee survey (or pulse surveys)		
Blue	Jan-22	Mar-22	59	22 exit interview survey's completed							
Green	Apr-22	Jun-22	61								
	Oct-21	Mar-22	151								
Blue	Nov-21	Feb-22	92						Comparative employee survey (or pulse surveys)		
Green	Jan-22	May-22	120	Alison has met with Comms and will arrange a meeting with HR BPs and comms team (ask Frank, to liaise with Marie, Claire Hughes, Becky Hutson?)			Clever Together & Big Conversations		Turnover		
Amber	Feb-22	Mar-22									
Green	Mar-22	Jun-22									

	Nov-21	Mar-22								
Blue	Nov-21	Jan-22	61					Induction and Exit surveys analysis to understand culture		
Blue	Feb-22	Mar-22	28	Minimalistic style document, to make it engaging and actually be used Inclusion of culture indicators				Wellbeing factors of employee survey		
Amber	Apr-22	May-22	30							
	May-22	May-22	0				Launching during half-term, so response rate my			
	Jun-22	Jun-22	0							
	Jun-22	Jun-22	0	Liaise with Luiza over slides/sessions		VIG conversations dependent				
	Nov-21	Jun-22	212							
Blue	Jan-22	Feb-22	31	No response from Lizzie. Aidan not contactable on current email address.		Steven Sparrow is currently pulling together a document to capture possible options.		% of workforce with a WNC email		
Blue	Feb-22	Apr-22	59							
	May-22	Aug-22	92					Numbers attending workshops (indication of engagement)		
	Jan-22	Apr-22	90							
Green	Nov-22	Dec-22	30					Employee Survey		

Green	Dec-22	Jul-23	212							
Green	Jan-23	Mar-23	59							
Green	Feb-23	Apr-23	59							
	Nov-22	Jul-23	242							

3. Creating A Culture of Engagement & Wellbeing

Focus Areas	Workstream	Principles					
	3.2 Work Environment	To make best use of assets to achieve the Council's priorities. Supporting employees to succeed in work/life balance that supports their role and our residents requirements. Supporting employees through an agile work environment whilst supporting their performance, development and wellbeing. Ensuring the agile work environment enables the Council and it's employees to be high performing and thriving.					
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status
	3.2.1 Deliver the workforce elements of the 'West Ways of Working' programme	Discovery, Design and Development of proposed Worker Types and secure leadership sign-off	N/A	Clare, Harvie & Kirsty	N/A	These have now been corporately agreed and delivered	Done
		All staff / TU consultation on proposed Worker Types	N/A	Clare, Harvie & Kirsty	N/A	Complete all worker types have been aligned to job roles	Done
		Development of policies & engage with TU (changes to the flexible working policy & associated guidance).	<p>Policy is produced and undergoing agreement with TUs, also developing supporting guidance, so the policy will be lighter and the guidance will be more comprehensive</p> <p>Travelling costs and home working allowance need consideration, and paper needs to be returned to TUs for full sign-off. Next TU meeting is in May. Add in a line RE how to claim remote working tax relief.</p>	Clare & Harvie	March TU session	<p>Updated TUs in Feb, policy currently being worked on, but we're hoping to take the paper in the 3rd week in March.</p> <p>Currently progressing, will be circulated early next week.</p> <p>Policy going 19.04.2022 to TUs for agreement. Feedback was positive. Travelling costs and home working allowance need consideration</p>	In Progress
		Delivery & Roll-out of worker types: updating & reflecting changes in relevant business applications, employment contracts and policies.	<p>Joint HR + H&S Sessions are going to take place to ensure future ways of working elements are clear and issues resolved.</p> <p>Further guidance to be produced (FAQs, Case Studies, supporting guidance aligned to policy, H&S elements, employee checklists to include insurance etc).</p> <p>Movers form in ERP is currently being investigated as this needs to change to allow us to reflect worker types (new change request)</p>	Harvie & Kirsty		<p>Business Systems forms are now live, there is no requirement for guidance as they're easy to use and similar to other HR forms (make a change form) to add or amend a worker type. Managers checklist, building guidance and plans are published. Intranet updated.</p> <p>Worker type included within V.I.P as a conversation point.</p> <p>Sessions / surgeries to inform the guidance. Most queries are relating to IT and lack of hardware.</p>	In Progress
		Complete a stocktake of all current training materials relating to remote working and managing a remote workforce, performance etc, inc. org-wide roll-out	N/A	Emma Cooper (L&D)		Stocktake completed EC 2/2/22	Done

	<p>Develop and deliver training offer consisting of 6 core learning outcome themes:</p> <ul style="list-style-type: none"> - Communication (Manager & All Workforce) - Digital Skills (All Workforce) - Empowerment (Manager) - Motivation (Manager) - Ways of Working (Manager & All Workforce) - Wellbeing (Manager & All Workforce) <p>This suite of interventions will be varied in delivery type, accessible (inc. hard to reach workforce) and valuable.</p>	<p>Paper / slides to be produced to obtain FWW board and ELT feedback on suggested offer. Board 24/03/2022, ELT 04/04/2022 for info only.</p> <p>On-going work to build learning interventions</p>	L&D (Emma Cooper, Sue Wilson, Nicky McCarthy)		<p>Sue Wilson met with Clare Young & Mitch to provide scope. Further meetings required to understand/refine the scope fully and progress this work. EC 2/2/22. Meeting arranged for 10/02/2022, MT.</p> <p>Emma & Nicky have produced Learning Outcomes, received feedback and integrated, which have now been grouped and agreed.</p> <p>Development of Technology enabler training & resources offer, to equip workforce (MS Teams etc) has been promoted in Anna's blog.</p> <p>Katie Arnold has shared Change & Engagement plan, but work collaboratively with L&D to develop further.</p>	In Progress
	Embed the principles of the remote workforce management approach in MALP-E and other appropriate management programmes	Review other and new programmes as they are rolled-out.	Sue Wilson	02/02/22	Thread it into other training courses: New Team Leader programme	Done
	Enactment of possible office-moves, consult and make move, ERP Load					Not Started
3.2.2 Enabling effective, safe and legal working environments and opportunities.	<p>Guidance needed for cross-site working.</p> <p>The policy and procedure must re-enforce the need for all staff working across site need a building induction and sufficient training around the H&S elements of working in new offices.</p>	<p>FM to review procedure to determine suitability and determine links</p> <p>DSE assessment form still being developed, this needs to be finalised ASAP - This needs to be progressed ASAP.</p> <p>Intranet updates (needs to go on Mgrs. hub) and review of induction (Mel B has been linked in).</p>	Jason Chambers / Mark Greening	09/03/22	<p>Overarching risk assessments have been signed off and circulated.</p> <p>Training procedure has been agreed with TUs and is now live. Has been uploaded to intranet and policy centre. It does contain Cross-site references and re-enforce need for inductions, thus complete.</p> <p>DSE Form (part 1) has been tested and is being revised. Part 2 (Management part), will be progressed shortly. This is currently being checked by a selection of services.</p>	Delayed
	To ensure employee safety, deliver effective H&S agile worker training modules (inc. Lone Working, Fire, Induction, DSE)	<p>Review of iLearn H&S training, is it reflective of a single organisation and our agreed procedures. Is it reflective of our agreed Worker Types?</p> <p>Clare to drive with Gill K to assign a lead to then review FWW H&S iLearn review with H&S ahead of engaging L&D to amend e-learning offer.</p>	Clare		<p>KP/MT identified what's needed from a FWW perspective.</p> <p>This is slightly lower priority than guidance. We need to identify H&S resource to support.</p> <p>H&S currently reviewing content, for changes to modules to then be made</p>	Delayed

		Exploration of working from abroad implications (tax, legalities)	N/A	Clare	N/A	Agreement from Sarah Reed, we are following rationale behind worker types, providing guidance to workforce on requirement to be available for the needs of the business, thus making long distance working not viable	Done
	3.2.3 Develop effective networking strategies in mutli-site and agile working environments. (Networking for success)	Research into effective organisational cultures where networking is highly effective	Undertake through research with LA, public and private sectors organisations of a similar scale. Horizon scanning for best practice.	Steven	31/03/21	Initial research completed. Report developed and finalised. This will be used as part of on-going workshops.	Done
		Development of strategies to enable effective networking, cross-pollination to enable knowledge and skills sharing	Based on the paper received, determine what our WNC approach is and define a strategy/framework surrounding this	Steven		Initial workshop arranged for a multi-disciplinary team to review findings and develop an action plan.	Planned
		Focused consideration for Hard-to-reach workforce groups and how we can enable effective networking	Need to understand how to best communicate and engage with these groups.			Form & Comms have been produced for non-office based managers to obtain feedback on engagement, this will be shared when analysed.	Not Started
		Development of guidance notes, training for managers and workforce, comms plan to engage the workforce and embed networking within our culture					Not Started
	3.2.4 Adopt, embed and instil effective working practices for Remote workforce (inc. Disconnect, Healthy Balance and wellbeing focussed)	Development of guidance & training to: - Communication etiquette (no emails after 7pm, using the delay functionality) - Good working practices - Healthy balance - Demonstrating role-modelling at leadership level.	Could this be a charter or guidance which can be used?	Harvie Hughes		This should be covered within L&D as part of 3.2.1 Future Ways of Working	
		Explore how we enable Disconnect (Work/Life Balance)					
		Introduction of 50 minute meetings					
	3.2.5 Enactment of outcomes of the building optimisation programme (People, Engagement & Change)	To be populated following outcomes of the building optimisation options paper.					

Workstream Leads										
Working Group										
Number of										
RAID										
Metrics										
<p>th the initial changes to re</p> <p>Clare Young Harvie Hughes Kirsty Parsons</p> <p>Marie Alland Steven Sparrow Emma Cooper Sue Wilson Katie Arnold</p> <p>4</p> <p>Risks, Assumptions, Issues, Dependencies</p> <p>The identified KPIs related to the project (column B), not specific activities / actions within each project (column C/D)</p>										
BRAG	Start Date	End Date	Duration (days)	Comments	Resources	Dependencies	Risks / Issues	KPIs	Baseline Figure	Review Figure
Blue	Jun-21	Nov-21	153					% of employees within each worker type		
Blue	Nov-21	Jan-22	61							
Green	Aug-21	Apr-22	243	<p>Consider the below policies: Need to review the flexible working policy Travel & Subsistence policy (about to be published) - to be reviewed, likely no change Consideration for insurance in this too Health, Safety & Wellbeing Policy (inclusion of lone working, pastoral care and keeping in touch)</p>						
Green	Feb-22	May-22	89	<p>Alex Jeyes to update JD templates, advertising content and consideration for future recruitment solution to reflect Worker Types.</p> <p>Going forward JDs will be reviewed annually as part of V.I.P Conversations</p>		1.1 Talent Acquisition Workstream				
Blue	Jan-22	Mar-22	59	We're not going to adopt a quick-wins approach, we're going for a more holistic, wholesome/rounded offer						

Blue	Dec-21	Feb-22	62						
	Nov-21	Mar-22	120						
Blue	Feb-22	Apr-22	59					Attendance at network sessions	
Green	May-22	Sep-22	123					Engagement Survey	
	Jul-22	Sep-22	62			3.1 Culture & Engagement (internal comms strategy)			
	Oct-22	Mar-23	151						
	Feb-22	Mar-23	393						
	Apr-22	May-22	30	A policy is not considered appropriate, given the varied and on-call nature of some roles		Wellbeing			
	May-22	Jul-22	61						
			0						
			0						
	Apr-22	Jul-22	91						
			0						
			0						
			0						
			0						
			0						

3. Creating A Culture of Engagement & Wellbeing

Focus Areas	Workstream	Principles					
	3.3 Wellbeing	A holistic approach to wellbeing should be a key part of our employer value proposition and brand and will support us to retain and attract talent, support our employees and help them to reach the increase resilience and improve performance					
#	Project	Underpinning Activities	Action	Owner	Deadline	Progress Update	Progress Status
	3.3.1 Development of a Wellbeing Strategy	Develop outline Wellbeing Strategy for ELT Review & Sign-off		Gill		ELT have signed-off strategy	Done
		Workforce Comms & Engagement plans needs to be produced to ensure workforce awareness, buy-in and adoption of WNCs wellbeing initiatives	Development of a Video Comms Revamp of Intranet	Lucy		Video launched Feb 22- 100 views at 16.2.22	In Progress
		Roadshow style approach to support a wide and thorough consultation of the new wellbeing strategy	Co-ordination and plans to finalised approach	Gill/Lucy		Planning is underway for access to the 'hard to reach areas'	In Progress
		Amendments and ELT final approval		Gill/Lucy			Not Started
		Brand, launch and promotion		Gill/Lucy			Not Started
	3.3.2 Establish a wellbeing baseline - Analysis of Employee Survey and/or the development of focused Wellbeing Survey	Conduct thorough analysis of Employee Survey	Insights from these will inform and shape the strategy further.	Gill	March	Sub-Group working through this activity stream.	In Progress
		Use EAP anonymised data		Gill	March		In Progress
		Occupational Health Management Information		Gill	March		In Progress
		Use focus group insights from hard to reach workforce sessions	Insights from these will inform and shape the strategy further.	Gill	April		In Progress
		Exit Questionnaire data	Rose to pull off the system	Gill			
	3.3.3 Introduce a support offer to employees e.g. nutrition, open spaces and mental	Focus on employee offer promotion and endorsement. It needs to be accessible but particularly for hard to reach groups	Produce video and work up a tactical approach to ensure this can be watched in our non-office locations	Lucy		Video published	Done

health first aiders	Promotion of the Public Health Offers and campaigns. Develop a comms strategy to enhance outreach		Lucy		Motivational Poetry - currently running but ongoing programme (eating disorder awareness week March)	Done
	Managed by Public Health Wellbeing Lead, national criterion					Done
	Continue to train and communicate / promote availability of Mental Health First Aiders.	Train the Trainer programme - Jun 22. Need to cover low coverage areas. Councillor training programme to run alongside employee programme. Lucy to undertake the Train the Trainer programme and then we will roll-out the training and offer further. Trial of the Mental Health First Aider Support App - TBC how we use this and if we will procure longer term	Lucy/Sally		Mental Health First Aid Framework Focus Groups Focus groups booked for Thursday 17th February, with 4 employees from each authority - WNC, NNC and NCT. This will be a virtual event. Mental health first aiders will be consulted with what would help them in their role. Update of Councillor training at next workstream meeting.	In Progress
	Roll out of workshops for managers to understand the red flags and triggers of employees possibly struggling with mental health difficulties	Gill to catch up with Lucy to see details around the delivery of this course as it can be delivered in-house	Gill	16/02/22	Respond and other courses. Delivered on an ongoing basis by PH. Need to raise awareness. Employees able to access now. March - course to be ran by Lucy, currently looking to promote offer	Not Started
	Review Remuneration for workforce taking on additional duties (First Aiders, Mental Health First Aiders, Fire Wardens, Dyslexia Assessors, change champions)	Links to pay and strategy project? Horizon scanning to take place initially with other LAs				Not Started
3.3.4 Introduce a programme supporting healthy ways of working (e.g. 50 minute meetings, work/life balance).	Should be formalised as a discussion point with 1:1s & appraisals.		Gill		This is going to be covered within the V.I.P conversations	Done
	Development of a strategy	PID drawn up for this project the Wellbeing Action Group will commence July	Gill		Manager's Hub covers points around best practice with regards to best practice and	Not Started
	Leadership adoption and demonstration	PID drawn up for this project the Wellbeing Action Group will commence Oct	Gill			Not Started
	review of all policies and ensure wellbeing is underpinning all.	PID drawn up for this project the Wellbeing Action Group will commence Oct	Gill			Not Started
3.3.5 Adhere to Northamptonshire Wellbeing Standards	Public Health driven, but this standard is currently under review	Reviewing current standards, they are trying to make them relevant, relatable & accessible (easy to evidence)				Not Started

	3.3.6 Development of wellbeing scores and bespoke wellbeing plans based on Job families & levels	Sarah Reed focused, she is keen on having a bespoke wellbeing offer with wellbeing plans based on Job families & levels	What does this look like in reality? How do we encourage?				Not Started
	3.3.7 Explore the value of engaging with the National Wellbeing Charter and explore criteria	Research and engagement with public sector accredited organisations, to understand the size and benefit of the undertaking					Not Started
		Understand the timeframes for assessment and the level of work involved					Not Started

		Workstream Leads		Working Group		Number of Projects	RAID		Metrics	
ir potential. This will		Gill Kennedy		Paul Meadows Viv Wardle Sally Johnson Lucy Green Caroline Napier Melody Pugsley Zoe White Melanie Berman Gabiella Mercuri		7	Risks, Assumptions, Issues, Dependencies		The identified KPIs related to the project (column B), not specific activities / actions within each project (column C/D)	
BRAG	Start Date	End Date	Duration (days)	Comments	Resources	Dependencies	Risks / Issues	KPIs	Baseline Figure	Review Figure
Blue	Jun-21	Dec-21	183					Wellbeing Survey		
Green	Jan-22	Sep-22	243	A roadshow / focus group style approach was going to be adopted, primarily focusing on 'Hard to reach' workforce, however due to COVID this has had to be rethought.				Number of referrals / volume of employees accessing Remploy, Health Assured		
Green	Mar-22	Apr-22	31					Wellbeing factors of employee survey		
Green	May-22	May-22	0			On consultation meeting outcomes				
Green	Jun-22	Jun-22	0							
	Jun-21	Jun-22	365							
Green	Feb-22	Mar-22	28					Benchmark against national, local stats		
Green	Feb-22	Mar-22	28							
Green	Feb-22	Mar-22	28							
Green	Mar-22	Apr-22	31							
			0							
	Feb-22	Apr-22								
Blue	Jan-22	Apr-22	90	video has been completed - group to review and finalise plans for consultation . New inbox has been set up for staff to obtain details of resources and				Wellbeing Survey		

			0							
			0							
	Apr-22	Mar-23	334							
	Apr-23	Mar-24	335					Wellbeing scores		
			0							
			0							
			0							
	Apr-23	Mar-24	335							
	Apr-23	Mar-24	335							
	Apr-23	Mar-24	335							
			0							
			0							
			0							
	Apr-23	Mar-24	335							

Title	Proposed purpose	Date of Committee meeting	Cabinet Member and Executive Director	Proposed Task and Finish Group	Comments
People Strategy	To provide scrutiny input to the 50 key actions contained within the People Strategy	17 May 2022	Cabinet Member for HR & Corporate Services Executive Director – Corporate Services and Assistant Director – Human Resources	No - Whole Committee	
Social Values Act 2013	The Committee to receive a briefing on the Social Values Act 2013	15 September 2021 15 March 2022 – Further information to be provided to the Committee, and the representative leading on social value to be invited to address the Committee	To be determined	No but following the briefing the Committee may consider setting up a Task and Finish Group	The Committee to receive a briefing on the Social Values Act 2013 and the procurement of contracts, contract management and social value to enable Members to decide on how it will undertake further scrutiny activity on that topic.
Contract management and procurement	To receive a presentation on contract monitoring and procurement and the	15 September 2021	Executive Director Finance and Head of	No	Highlighted at the first meeting as an area of interest with particular reference to social value
The Children's Trust Budget	The Committee to receive a briefing on the Children's Trust budget	15 September 2021	Cabinet Member for Finance Executive Director for	No but following the briefing the Committee may consider setting up a Task and Finish Group	The Committee to receive briefing on the Children's Trust Budget to enable Members to decide on how it will undertake further scrutiny activity on that

Work Programming Event	The Committee to confirm the date for its Work Programming event	15 September 2021	Executive Director for Finance Cabinet Members to be invited to the	No	
Schools Budgets	To receive a briefing on the way schools need funding and how this is calculated	15 November 2021	Cabinet Member for Finance Executive Director for Finance	Not at the meeting on 15 November 2021, The Committee may consider setting up a Task and Finish Group to undertake a review of school's budgets	The meeting on 15 November 2021 will comprise a comprehensive question and answer session (Scrutiny Inquiry) to inform a potential scrutiny review
Draft West Northamptonshire Council budget 2022-2023	To provide scrutiny input into the draft budget	15 November 2021 – briefing on the budget process was provided 12 January 2022; and further additional meetings of the Committee to be scheduled as required.	Cabinet Member for Finance Executive Director for Finance	To be confirmed	Budget scrutiny is a key role of this Committee. The Committee could decide on which budgets it would scrutinise in-depth at a later meeting (to be set)
Expenses Policy	To review the Council's expenses policy	12 January 2022 – The Task and Finish Group to present its scope (Terms of reference) for consideration by the Committee. This Task and Finish Group is on hold and will commence its work at the appropriate time.	Cabinet Member for Finance Executive Director for Finance	Yes	A Task and Finish Group will carry out a short sharp review. This Task and Finish Group is on hold and will commence its work at the appropriate time.

Treasury Management	To scrutinise treasury management focusing on efficiencies – forward looking	15 March 2022 – The Committee to set up a Task and Finish Group to undertake this scrutiny activity Prior to the setting up of the Task and Finish Group a briefing will be scheduled on Treasury management that will provide important information to Councillors. ACTIONED. The Task and Finish Group will commence in June 2022	Cabinet Member for Finance Executive Director for Finance	Yes	A Task and Finish Group will carry out a review. The Task and Finish Group will commence in June 2022
Asset Management	To undertake scrutiny activity of asset management	15 March 2022 - The Committee to set up a Task and Finish Group to undertake this scrutiny activity A presentation to be given to the Committee at its meeting on 10 May 2022 and from there the Committee will consider Scrutiny work into this issue.	Cabinet Member for Finance Executive Director for Finance	Yes	A Task and Finish Group will carry out a review
Modernising Systems	The Committee to receive information regarding systems at the Council and to consider their value for money	15 March 2022 - A report to the Committee providing background information, to assist the committee in deciding how it will undertake scrutiny activity Modernising Systems Inquiry day(s) have been programmed from June 2022 onwards	Cabinet Member for Finance Executive Director for Finance	To be confirmed	The meeting on 15 March 2022 will comprise a comprehensive question and answer session (Scrutiny Inquiry) to inform a potential scrutiny review.

NB The Committee resolved at its meeting on 15 November 2021: Given due consideration to the carried motions relevant to the remit of Corporate OSC be noted.

Regular items for inclusion on the Work Programme 2021/2022

Topic	Proposed purpose	Date of Committee meeting	Cabinet Member and	Proposed Task and Finish Group	Comments
Quarterly Budget Monitoring Reports	The Committee to receive regular budget monitoring reports at its meetings	15 September 2021 15 November 18 January 2022 15 March 2022 Meeting dates in 2022 to be confirmed	Cabinet Member for Finance Executive Director for	No	To receive a budget monitoring reports to each meeting which will inform the budget scrutiny role of this Committee.
Performance Monitoring Report	The Committee to consider the Performance Monitoring Report to inform Performance Management Scrutiny	15 September 2021 15 November 18 January 2022 15 March 2022 Meeting dates in 2022 to be confirmed	Cabinet Member for Finance Executive Director for Finance	No	
Performance Management Scrutiny	The Committee to undertake Performance Management Scrutiny	15 November 18 January 2022 15 March 2022 Meeting dates in 2022 to be confirmed	Executive Director Finance and relevant Cabinet Members dependent upon the key	No	
Transformation Projects	The Committee to review transformation projects: Definition of the Transformation Projects Spend on transformation Savings	15 November 2021 18 January 2022 15 March Meeting dates in 2022 to be confirmed	Director – Transformation Relevant Cabinet Member(s)	No	
Overview and Scrutiny Annual Report	The Committee to consider its Annual Report 2021/2022 for	June 2022 meeting	The Chair of the Corporate	No	
	to full Council for				

Potential cross-cutting themes for the Scrutiny Committees

Topic	Proposed purpose	Committees to be involved in this review	Cabinet Member and Executive Director	Proposed Task and Finish Group	Comments
Highways Contract	The Committee, together with Place Overview and Scrutiny Committee to undertake pre-decision scrutiny of the highways contract	Corporate and Place Overview and Scrutiny Committees	To be confirmed	To be confirmed	
Major Contracts and Capital Contracts	The Committee together with Place and People Scrutiny Committees to undertake scrutiny of major contracts of the Council including the Children’s Trust	Corporate, People and Place Overview and Scrutiny Committees	To be confirmed	To be confirmed	
Housing	The Committee, together with Place Overview and Scrutiny Committee to undertake scrutiny activity of the housing costs and social value	Corporate and Place Overview and Scrutiny Committees	To be confirmed	To be confirmed	

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