1. Attracting & Retaining Talent

Programme / Workstream / Projects	Start Date	End Date
1. Attracting & Retaining Talent	**Jun-21**	**Mar-25**
1.1 Talent Acquisition & Organisation Orientation	**Oct-21**	**Oct-24**
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	**Dec-21**	**Mar-25**
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	**Jun-21**	**Mar-24**
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 Though Our High Performing & Flexible Workforce	**Jul-21**	**Mar-25**
2.1 Leadership and Management	**Oct-21**	**Mar-25**
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	**Nov-21**	**Mar-24**
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	**Nov-21**	**Mar-24**
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	**Jul-21**	**Mar-24**
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	**Sep-21**	**Mar-25**
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	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	**Dec-21**	**Mar-23**
3.1 Culture & Engagement	**Oct-21**	**Mar-23**
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	**Jun-21**	**Mar-23**
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 mutli-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	**Jun-21**	**Mar-24**
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
Number of projects/activities running in parallel		

Month columns (left to right): 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

Number of projects/activities running in parallel: 5, 6, 6, 9, 11, 16, 21, 30, 37, 44, 46, 43, 43, 38, 35, 34, 32, 34, 33, 27, 27, 27, 17, 2