

## YEAR 1 DELIVERY PLAN FOR THE PEOPLE PLAN

## APPENDIX 2

This plan provides a high-level overview of the work which will take place over the coming year. It will link to the Council Plan vision of creating a confident, empowered and inclusive workforce.

People Plan Priority/Theme	Activity overview	Key Deliverables	Milestones and deadlines	Success Measures
Attract and retain a talented workforce	Develop and implement recruitment and retention strategies for recruiting into 'hard to fill' roles and retaining our talented workforce.	<b>Recruitment microsite</b> – Design and develop a recruitment microsite, which sets out what it means to work for W&F and our benefits.	May 2024	Increase in no. of visits to microsite.  Increase in no. of applications.
		<b>International Recruitment</b> – scope and develop Phase 1 approach, to support opportunities for International Recruitment within areas of Health and Social Care.	March 2025	Appointment of 5 International recruits  Reduction in reliance of agency workers.

		<b>Partnership working</b> – key workforce priorities identified and progressed, via the Workforce Development and Assurance Group (LSC ICB)	Nov 2024  Mar 2025	Joint milestones and deliverables by Workforce Group identified.  Key milestones and deliverables achieved.
Attract and retain a talented workforce	Develop flexible working policies and practices that provide the basis of meeting the needs of our customers, balanced with the wellbeing needs of our employees.	<b>Our Ways of Working</b> – Develop a W&F approach to deliver services based upon customer needs and flexibility of our agile workforce.	April 2024  Oct 2024  March 2025	'Ways of Working' launched at Expo event.  Employee survey shows improved satisfaction indicators.  Employee absence reduced to below 15 days lost per FTE.
		<b>Life Events Policy &amp; Procedure</b> - Develop 'Life Events' policy and procedure developed that supports workforce wellbeing	Sept 24  Oct 2024  March 2025	Life Events Policy launched.  Employee survey shows improved satisfaction indicators.  Employee absence reduced to below 15 days lost per FTE.

Attract and retain a talented workforce	Development of a fair and transparent pay and reward framework, reflective of the roles within our organisation and the responsibilities of the post.	<b>Pay &amp; Reward</b> – Develop a planned programme of service reviews.	June 2024	Pay & Reward options for Service Review Programme scoped and presented to CMT.
		<b>Pay &amp; Reward (HR and Payroll ICT System)</b> – all W&F employees moved to single HR and Payroll System.	Dec 2024	Former Barrow employees moved to single Payroll ICT System
Feb 2025	Former South Lakeland employees moved to single ICT Payroll System.			
Mar 2025	Former Eden employees moved to single Payroll ICT System			
Attract and retain a talented workforce	Build a diverse and inclusive workforce.	<b>Onboarding</b> - Provide a great onboarding experience and 'Your Welcome' induction process for all our new employees.	Oct 24	At least 60% of new employees attending 'Your Welcome' induction.
			Jan 2025	At least 80% of new employees attending 'Your Welcome' induction.

			March 2025	Evaluation scores from Induction process increased.
		<p><b>Positive action</b> – address equality and inclusion gaps within the workforce by working both individually and with partners to create positive action recruitment campaigns and employment opportunities in relation to deprived, disadvantaged and under-represented groups.</p> <p>Through our ambitions to work collaboratively with local communities, Adults and Children’s Services, together with Thriving Communities will identify employment opportunities in relation to deprived, disadvantaged and under-represented groups.</p>	<p>Oct 2024</p> <p>March 2025</p> <p>March 2025</p>	<p>Data and Systems in place for Annual Gender Pay Gap Reporting.</p> <p>Increase the recruitment of the number of care experience, NEET, and underrepresented work groups (where identified).</p> <p>Improved representation across key service areas, sectors, and apprenticeships in line with the diversity within the community.</p>

		<p><b>Equality, Diversity and Inclusion -</b> Develop and implement a package of EDI training modules and resources and tools to equip our workforce.</p>	<p>Oct 2024</p> <p>March 2025</p>	<p>EDI training modules and resources developed and launched.</p> <p>At least 3 cohorts of training modules completed.</p>
		<p><b>Values based recruitment –</b> develop a Values based recruitment process for Westmorland and Furness, ensuring that prospective employees demonstrate and live our values.</p>	<p>Sept 2024</p>	<p>Implementation of Values based criteria including within the recruitment process.</p>
		<p><b>Accreditations –</b> seek new accreditations from schemes and charities supporting underrepresented groups. For example, Disability Confidence Employer. Inclusive Employers Standard, Age Inclusion.</p>	<p>Oct 2024</p>	<p>Attainment towards identified accreditations progressed.</p>

Create a culture of engagement and wellbeing	Develop a comprehensive employee wellbeing programme, including a review of people policies and practices that support workplace wellbeing.	<b>Employee recognition</b> – design and implement a peer-to-peer employee recognition scheme to recognise the valued contribution of our workforce.	Oct 2024	Fully implemented and active employee recognition scheme
		<b>Change Champions</b> – continue to nurture and develop our Change Champions to support organisation transformation and culture change.	Nov 2024  March 2025	Change Champions identified for all service areas.  At least 80 Change Champions active across the Council.
		<b>Staff Network Groups</b> – build and develop current and future groups to help shape and inform future people practices.	March 2025	Participation of active staff network groups increased.
Create a culture of engagement and wellbeing	Promote a strong and positive health, safety and wellbeing culture	<b>Recruitment of Corporate Health &amp; Safety Team</b> – recruitment to key Health & Safety and Fire Safety roles.	May 2024  Nov 2024	At least 2 additional Health, Safety or Fire Safety roles recruited.  At least 4 additional Health, Safety or Fire Safety roles recruited.

		<p><b>Corporate Health &amp; Safety procedures reviewed</b> – ensure provision of a single suite of Health &amp; Safety procedures for Westmorland and Furness.</p>	<p>June 2024</p>	<p>Implementation of key H&amp;S management arrangements to control risks.</p>
		<p><b>Fire Warden and First Aid Assurance Review</b> – provides assurance of compliant fire and first aid arrangements in place across core workplaces.</p>	<p>April 2024</p> <p>Sept 2024</p>	<p>Review findings considered by CMT.</p> <p>Recommendations implemented</p>
		<p><b>Cabinet approves 2024/25 Health, Safety and Wellbeing Policies Policy 24/25</b> and produce and publish W&amp;F Annual Health, Safety and Wellbeing Report 23/24</p>	<p>June 2024</p> <p>Sept 2024</p>	<p>2023/2024 Health, Safety and Wellbeing Report published.</p> <p>2024/2025 Health, Safety &amp; Wellbeing Policy approved by Cabinet</p>
		<p><b>Incident Reporting Systems</b> – procurement for a Council wide incident reporting system to replace legacy systems – promote employee accident, incidents and near miss reporting.</p>	<p>Aug 2024</p> <p>Dec 2024</p>	<p>Health &amp; Safety ICT system procurement exercise completed.</p> <p>Health &amp; Safety ICT system implemented.</p>

		<b>Occupational Health Service supports employee wellbeing</b> – support in place promptly for employees and line managers when needed.	March 2025	Over 800 Occupational Health appointments supporting W&F employees.
Create a culture of engagement and wellbeing	Creating an environment that supports two-way engagement that encourages employees to feel trusted, valued, empowered and able to speak out.	<b>Employee Engagement programme</b> – develop and implement regular engagement providing two-way communication where employees feel listened to, and where feedback is acted upon.	Apr 2024 March 2025 March 2025 March 2025	Council wide employee ‘Expo’ Event held. At least 6 corporate all employee Q&A sessions held. At least 6 Directorate / Thematic Q&A held. Participation in employee surveys increases by 5%.
		<b>Let’s Talk</b> - Embed ‘Let’s Talk’ conversation tool.	March 2025	80% of employees have an annual ‘Let’s Talk’ or appraisal recorded
Create a culture of engagement and wellbeing	Develop our leaders to grow their knowledge and skills to manage health, safety and wellbeing issues in the workplace	<b>Health, Safety and Wellbeing learning and development</b> - Scope and develop specific health, safety and wellbeing modules, resources and tools to support workforce wellbeing	June 2024 March 2025	30 senior leaders gain IOSH Leading Safety accreditation. 40 managers gain Managing Safety accreditation



<p>Create a culture of engagement and wellbeing</p>	<p>Continue our commitment to developing strong working relationships with our recognised trade unions, to help us shape a positive workplace culture.</p>	<p><b>Trade Union Recognition</b> – supporting opportunities for employee voice through our recognised trade unions, and our informal and formal consultation and negotiation framework.</p>	<p>May 2024</p> <p>May 2024</p>	<p>All formal corporate and directorate TU consultation groups in place.</p> <p>Informal meetings held with trade unions at least fortnightly.</p>
<p>Developing our people and achieving great outcomes</p>	<p>Create an environment where we can encourage innovation, continually learning from what we do and collaborating with partners and communities to get the best results</p>	<p><b>‘Developing Our People’</b> – create guidance and resources for all on how to provide the right learning opportunities, for employees and elected members, to create a learning environment, including the 70:20:10 principle.</p>	<p>June 2024</p> <p>July 2024</p> <p>March 2025</p>	<p>Guidance issued.</p> <p>All services complete 2024/25 training needs analysis.</p> <p>At least 80% of employees completing mandatory training.</p>
<p>Developing our people and achieving great outcomes</p>	<p>Simplify and strengthen our people policies, systems, and processes.</p>	<p><b>Policy Reviews</b> – review HR and Health &amp; Safety policies and practices and provide practical support and guidance on their use.</p>	<p>Sept 2024</p> <p>Dec 2024</p>	<p>Health, Safety and Wellbeing policies prioritised on intranet and regular communications.</p> <p>Phase 1 of streamlined HR policies and procedures in place.</p>

			March 2025	Phase 2 of streamlined HR policies and procedures in place.
		<b>Service Reviews</b> , reshaping and restructures – reshaping of services, ensuring our workforce size and structure meets our council vision and Target Operating Model.	May 2024	CMT agree to Phase 1 of Service Reviews.
			July 2024	Phase 1 Service Reviews commenced.
			Dec 2024	Phase 1 Service Reviews implemented and evaluated.
Developing our people and achieving great outcomes	Develop leaders who lead well and who are compassionate, collaborative, and clear in the achievement of our vision, our values and culture and how we will get there.	<b>Leadership and Management Development Programme</b> - Scope and develop a programme for Westmorland and Furness	March 2025	All levels of management and leadership development in place, including access to apprenticeships
Developing our people and achieving great outcomes	Develop a dedicated programme of learning to help us provide great customer experiences.	<b>Customer Development Programme</b> - Development of new customer services training across the organisation	March 2025	Customer Services Development Programme implemented.

<p>Developing our people and achieving great outcomes</p>	<p>Develop a council wide Employee Volunteering scheme, linked to the Council Priorities and embedding our approach to Community Power</p>	<p><b>Employee Volunteering Scheme –</b> Development of a new scheme, linked to our Council priorities and values, which provides learning and developmental opportunities to our workforce, and supports the communities we serve.</p>	<p>Oct 2024  March 2025</p>	<p>Launch of Employee Volunteering Scheme  At least 25 employees actively engaged in volunteering activities.</p>
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Developing our people and achieving great outcomes	Utilise technology to enable people to work more effectively and deliver a better customer experience.	<b>Learning Management System Development and Implementation</b> - implement a new learning management system, which offers an integrated blended learning approach, e-learning and booking system to support employee and elected member development.	July 2024  Sept 2024  Oct 2024	New ICT System in place and tested.  Core E-learning modules implemented and accessible.  All learners registered on the learning management system.
		<b>Digital Skills Development Programme</b> – in line with the ICT Strategy, develop and implement a programme of key digital skills to support employees and elected members to work in a smarter, more secure and efficient manner.	March 2025	A range of digital learning resources are accessible to the workforce.
Developing our people and achieving great outcomes	Maximise the use of apprenticeship levy to develop our existing employees and attract our employees of the future.	<b>HR/OD Disaggregation</b> - Disaggregation of Westmorland and Furness Apprenticeship/Early Careers Team	Sept 2024	Utilise fully the apprenticeship levy.

			March 2025	W&F disaggregated Apprenticeship levy allocation fully utilised.
		<b>Utilise Apprenticeships and wider early careers opportunities</b> – aid succession planning and grow our own for hard to fill vacancies by recruiting new to the organisation and offering opportunities to internal staff	March 2025	At least 20 internal and external apprenticeships commenced during 2024/25.
Developing our people and achieving great outcomes	Develop a mentoring and coaching culture.	<b>Coaching and mentoring</b> - Introduce a programme to develop coaching skills and a group of internal coaches Scope and design a mentoring programme	March 2025	At least 10 internal coaches and /or mentor in place and being utilised.