

**Delivering together,  
Our Strategic Workforce  
Plan 2023-2028**

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## Foreword Chief Executive and Cabinet Member for Finance, Resources & Legal

Bridgend is an ambitious council that wants the best outcomes for all its citizens. We want our county borough to be a great place to grow up, study, work and live long and happy lives.

Our new Corporate Plan, 'Delivering Together', has recently been approved and sets out our wellbeing objectives and ways of working which are designed to improve how we deliver services for the benefit of our residents, in a collaborative, innovative and supportive environment. We know that local government currently faces many challenges around supporting our most vulnerable, dealing with a cost-of-living crisis, ongoing financial issues and importantly recruiting and retaining good quality staff, but also many opportunities to impact positively on the lives of local people.

The authority is one of the largest employers in the county borough, with around 6,000 individuals delivering over 800 services to 145,800 residents and 4,000 local business in the county borough.

Our employees possess a diverse range of skills, abilities, and experience necessary to deliver high-quality, value-for-money services to local communities.

We pride ourselves with matching the right people, with the right skills, to the right jobs in a way that benefits both our staff and the communities we serve. Bridgend Council employees not only have the chance to enjoy a rewarding career, with opportunities for development, but also to be part of the team that is shaping the future of a diverse and vibrant county borough, and live in one of the most attractive areas of South Wales, incorporating beautiful valleys, vibrant towns and a fantastic coastline.

Our residents deserve the very best from those who serve them and have a council they can be proud of - and you can help play an important part in this in a variety of important and exciting roles.

Working for our authority, you can expect to be treated equally and with respect. We value all our employees and aim to create a positive, progressive, and open culture that supports everyone to thrive.



*M. Shephard*

**Mark Shephard**



*Hywel Williams*

**Cllr Hywel Williams**

### Introduction

This strategic workforce plan links to and supports the council's priorities as set out in our Corporate Plan 2023-2028 - Delivering together. Best use of all council resources, its people, assets, and budget, will be crucial in delivering these ambitions in the next 5 years for the residents of the county borough.

Our workforce is central to the achievement of these wellbeing objectives, and we must plan ahead to meet future requirements. We recognise the importance of being able to recruit and retain a sufficient number of employees with the right skills and attitudes who can work collaboratively to deliver council services and priorities, within the resources available. This is increasingly important at a time of growing pressures on services, and whilst operating in a challenging recruitment market.

We must focus on developing the potential of our current and future workforce, where there is strong leadership, and our employees are supported and clear about accountabilities. We want employees to engage about how to make improvements and feel that their opinions are valued.

Setting out the corporate and cross cutting actions to meet the council's future workforce needs, this 5-year Plan aligns with other key strategies. The priority themes will be considered and clarified in the delivery plan that supports this plan and will be reviewed each year to ensure they are still fit for purpose.

### Importance of workforce planning and development

The traditional definition of workforce planning is about getting the right number of employees in the right place with the right skills at the right time to deliver our vision and priorities.

In view of the complexity and ever-changing nature of local government there must also be flexibility within the workforce, to respond to internal and external changes.

Workforce planning makes the links between business planning and people plans for recruitment, retention, development, and training. It also provides the opportunity for longer term thinking about:

- Future pressures
- Priorities
- Services
- Skills
- Risks
- Demand

Our workforce planning arrangements need to assist the council to identify critical workforce issues and provide a structured and co-ordinated approach to building the capacity and capability of our workforce within available resources. It will inform action to:

- Ensure we have a workforce fit for purpose to deliver council priorities
- Recruit to essential front-line roles and retain a skilled and experienced workforce, taking action to address skill shortages
- Develop and motivate employees to achieve high levels of performance

Workforce planning is key to achieving service objectives through the implementation of effective strategies. This will involve:

- the analysis of the present workforce
- the identification of the future skills and competencies needed by employees
- the comparison between the present and the future workforce and the creation of strategies to address identified gaps

### Information used to inform our plan

The workforce plan complements the council's wider strategic planning arrangements and its wellbeing objectives as set out in our Corporate Plan 2023-2028 - Delivering together, which drives the strategic direction of this plan.

It builds upon the previous workforce plan and, takes account of Medium-Term Financial Strategy and other key strategies and significant workforce issues which arise from the following:

- The corporate self-assessment judgements and subsequent report for 2021/2022
- The outcomes of the engagement, involvement, and consultation to inform the Corporate Plan
- Bridgend 2030 Net Zero Carbon Strategy
- The council's Digital Strategy 2020 - 2024
- A healthier Wales: Workforce strategy for health and social care
- Strategic Equality Plan 2020 to 2024
- Welsh Language Strategy 2021 to 2026
- Future Service Delivery project
- Staff survey 2022, feedback report March 2023
- Feedback from our Elected Members and recommendations from Committees
- Feedback from our engagement with trade unions based on our social partnership approach
- Relevant performance indicators
- Past plans and views from our regulators

## **Alignment of our workforce plan to our Corporate Plan – Delivering together, 2023-2028 and the Wellbeing of Future Generations (Wales) Act 2015**

Our corporate plan sets out in general terms how the council will work differently and what our priorities will be. It responds to the short and medium-term issues, like the financial crisis, while protecting our natural environment and helping young people meet their potential for the long-term. Sustainability is at the centre of all we do, including our commitment to achieving net-zero carbon status by 2030.

The pandemic forced us all to rethink how we work. Our employees, adapted to this change and we need to build-on this to respond to our new and future challenges.

A big challenge for us all in coming years will be the cost-of-living crisis. Rising bills and prices put a strain on the council's budget, which means we will have to work differently in the future. After a decade of austerity there is a need to improve efficiency and make better use of the resources we have.





































The strategic workforce plan focuses on ensuring that the council's workforce can meet current and future challenges whilst maximising opportunities to achieve the best possible outcomes. Aligned to key strategies, the requirements of the Well-being of Future Generations (Wales) Act 2015 to meet national well-being goals, are also embedded in our plan.

### **The Wellbeing of Future Generations (Wales) Act 2015**

The Wellbeing of Future Generations (Wales) Act 2015 provides a framework for embedding sustainable development principles within the activities of the council and has major implications for the long-term planning of service provision. The 7 well-being goals identified in the Act have driven the council's new well-being objectives, which are designed to complement each other and be part of an integrated way of working to improve well-being for people in Bridgend County Borough.

The Council's approach to meeting its responsibilities under the Wellbeing of Future Generations (Wales) Act 2015, including acting in accordance with the sustainable development principle, is reflected in several areas within the Corporate Plan and the strategic workforce plan.

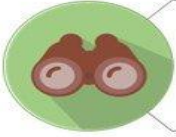
Our agreed well-being objectives are set out in the table below and show how we will contribute to the national wellbeing goals.

	Our Council's Well-being Objectives						
National Well-being Goal	Protecting our most vulnerable	Fair work, skilled, jobs and thriving towns	Creating thriving Valleys communities	Helping people meet their potential	Responding to the climate and nature emergency	Making people feel valued, heard, and connected	Supporting people to be healthy and happy
<b>A prosperous Wales</b>							
<b>A resilient Wales</b>							
<b>A healthier Wales</b>							
<b>A more equal Wales</b>							
<b>A Wales of cohesive communities</b>							
<b>Vibrant culture and thriving Welsh language</b>							
<b>A globally responsible Wales</b>							

In addition to the seven national well-being goals, the Wellbeing of Future Generations (Wales) Act 2015 puts in place the sustainable development principle and defines the five ways of working that public bodies must adopt to demonstrate they have applied the sustainable development principle.



## The Five Ways of Working



**LONG-TERM** - The importance of balancing short term needs with the need to safeguard the ability to meet long term needs, especially where things done to meet short term needs may have detrimental long term effect.



**PREVENTION** - how deploying resources to prevent problems occurring or getting worse may contribute to meeting the body's well-being objectives, or another body's objectives.



**INTEGRATION** -the need to take an integrated approach, by considering how the body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



**COLLABORATION** - how acting in collaboration with any other person (or how different parts of the body acting together) could assist the body to meet its well-being objectives, or assist another body to meet its objectives.



**INVOLVEMENT** - the importance of involving other persons with an interest in achieving the wellbeing goals and of ensuring those persons reflect the diversity of the area which the body serves.

## Future context - opportunities and challenges

The future will present both challenges and opportunities for the council. While we understand current workforce issues, corporate, service, and financial planning will help give insight to assist the development of workforce planning. Awareness of emerging matters and those that may present going forward will contribute to our planning and provide the best possibility of maximising opportunities and overcoming challenges to deliver our service ambitions in the coming years. Sustainability must be at the centre of what we do.

Within this context, the following factors are of relevance:

There are increasing demands on many council services, in part due to **demographic change** especially for our social care services. However, the impact of an ageing society extends beyond these services to areas that affect the lives of older people, including transport, housing, culture, leisure and built environment etc. This demographic is also reflected in our workforce, and we must take this into account in terms of succession planning, and as people extend their working lives, this may result in a greater call on the provisions of our HR policies that offer flexibility, such as flexible retirement and hybrid working.

We are continuing to face a difficult **financial challenge**, with a worsening economic climate, rising inflation and interest rates. These are reflected in the Medium-Term Financial Strategy (MTFS), which focuses on how the council intends to respond to the increasing pressures on public sector services, which have been exacerbated as a result of the Covid-19 pandemic, immediately followed by the existing cost of living crisis. It sets out the approaches and principles the council will follow to ensure financial sustainability and delivery on its corporate well-being objectives.

As there is uncertainty about the levels of funding in the future, we will have to make hard decisions about reducing or even stopping some services. This will be done in an open and transparent way, where there is early dialogue with employees and their trade union representatives, to minimise the impact and where possible find positive outcomes.

The **socioeconomic** challenges are significant, after a decade of austerity and the cost-of-living crisis. This impacts on our residents and employees, and we have needed to ensure that our wellbeing support for the workforce also includes advice and guidance on financial wellbeing.

The council declared its own **climate emergency** in June 2020 and set up its Climate Emergency Response programme. This has a commitment to achieve Net Zero carbon emissions by 2030 across its operations. Initial engagement has taken place with trade union colleagues, but this will need to develop over time to understand impacts on the council's workforce and skills required.

Councils are continuing to report **recruitment** difficulties and like many employers across the UK, we are operating in a challenging recruitment market, with high vacancy rates and skills gaps in some key areas of services. **Retention** of employees is also a challenge and particularly where there is competition from other employers. Many labour market reports reference the fact that recruitment is incredibly difficult at this time. We

know that vacancy rates and recruitment outcomes fluctuate across services, job roles and professions. The issues differ and therefore the solutions and actions must be fit for purpose as one size does not fit all. Finding sustainable solutions is a high priority. It is critical for the council to be able to recruit and retain a sufficient number of employees with the right skills to deliver council services and priorities. It is also important that our workforce is inclusive and reflects diversity of our population.

The council has a strong track record of **partnership working** and embracing change to ensure quality in service delivery. Our corporate plan demonstrates how it is increasingly important to tackle the complex challenges facing our communities and the key services. We will need to ensure we are working effectively with other organisations and most importantly with local people. We will need to focus on supporting local people and directing them to advice and support, as well as directly delivering services. We know that **absence levels** across councils are increasing so are committed to taking action to support employees achieve a positive sense of wellbeing in their working lives so that work performance and capacity within the council can be optimised and sustained for the long-term. We are committed to **maximise attendance** of our workforce, where sickness absence is reduced, and employee health and wellbeing is prioritised, whilst balancing the needs of the council.

There are significant advances in **digital technology**, and it is important ensure the council is fit for purpose and digitally enabled to support flexible and hybrid working. As our services are transformed, we must ensure our workforce has the right skill set and access to the right technology that supports their role which can subsequently improve outcomes. Transformation will be underpinned through strong leadership, agile working, and a digitally compatible estate.

Strong **leadership and management** will be key to meeting challenges and maximising opportunities. Especially in terms of retaining talent, doing more with less and driving efficiency whilst encouraging creativity. We will support and develop our leaders and managers so that they can deliver the council's vision and priorities.

**Our Current Workforce**

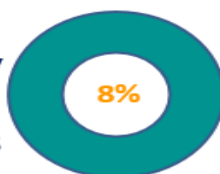
The council is a large organisation employing around 6,000 people across our schools and four directorates who provide around 800 services to support communities through all stages of life. As the main local employer with over 77% of the workforce living within the county borough. We also have services delivered through partnership and commissioning arrangements.

# We are BCBC Workforce

Workforce detail as at 31.03.2023



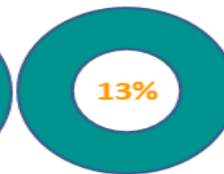
We employ  
**5,948**  
employees



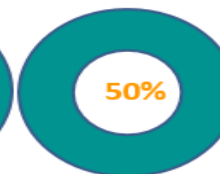
Work in Chief Executives



Work in Communities



Work in Education & Family Support



Work in Schools



Work in Social Services & Wellbeing

**50%**  
are employed  
in schools



**22%**  
are  
teachers



**28%**  
are support  
staff

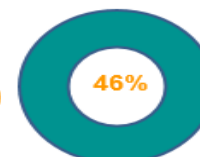
## Gender

**79%**  
are Female



**21%**  
are Male

## Working Patterns



Full Time



Part Time



Casual



**13.20**  
Average FTE  
Days lost 202-  
2023

Stress absence  
(non work related)  
was the highest  
sickness absence.

## <sup>1</sup>Starters & Leavers during 2022/23

**448**  
New Starters  
**419**  
Leavers



Of the new starters, 40 left  
within their 1<sup>st</sup> year giving a  
turnover rate of:

**8.9%**



<sup>1</sup> – excludes Schools

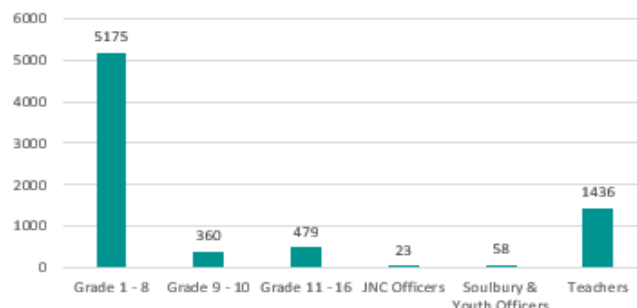
# We are BCBC Workforce

The median pay in our council is

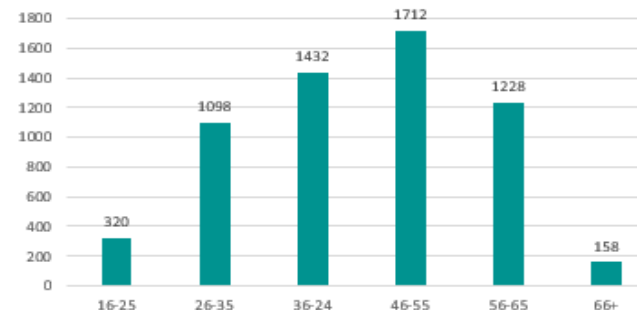
**£23,620**

The ratio between the lowest paid employee's earnings and the highest paid employee's earnings (as at 1st April 2023) is **1:7.0**

Positions Per Grade



Age Profile



Equalities detail as at 31.03.2023

## <sup>2</sup>Disabled

**30%**

of the county borough households have at least 1 person disabled under the Equality Act



**9.3%**

of the county borough households have at least 2 people disabled under the Equality Act

**4.3%**

of our workforce are disabled

## Ethnic Minority

**3 2.2%**

of our county borough are of Ethnic Minority



**1.6%**

of our workforce are of Ethnic Minority



## Carers

**4.9%**

of our workforce are Carers

**Cymraeg**

**1517**

of our workforce are Welsh Speakers

A Little	1073
Fairly Good	163
Fluent	281



### **Our Future workforce: themes and priority actions**

The strategic workforce strategy sets out five priority workforce themes. Each theme sets out the immediate actions required as well as the longer-term developments which will need to be considered over the lifetime of this strategy.

Our Future workforce themes are listed below and a summary of what we have done and what we plan to do next is provided for each theme:

- Workforce Theme One – Supporting new ways of working and having a highly motivated and engaged workforce
- Workforce Theme Two – Attracting, recruiting, and retaining a workforce representing our communities
- Workforce Theme Three – Developing skills, abilities, and a high performing workforce
- Workforce Theme Four – Maximising attendance and supporting health and wellbeing of our workforce
- Workforce Theme Five – Achieving leadership development, workforce, and succession planning

**Workforce Theme One – Supporting new ways of working and having a highly motivated and engaged workforce**

What we've done	What we plan to do next
<p>Introduced a hybrid working model to offer a blended approach to take account of the wide range of services delivered by the council:</p> <ul style="list-style-type: none"> <li>○ Flexible Working Hours scheme to reflect the new hybrid working arrangements and respond to employee feedback.</li> <li>○ Aa new interim hybrid working policy that balances new ways of working and service needs to enable employee flexibility where possible.</li> </ul> <p>Consulted with trade union representatives on the council's proposed wellbeing objectives for the new corporate plan 2023-2028</p> <p>Issued the 2022 staff survey, enabling employees to provide the views across seven themes: culture, the council's priorities (including the proposed wellbeing objectives), work performance, communications, knowledge and skills, employee wellbeing and hybrid working.</p> <p>Local Government Association (LGA) / Welsh Local Government Association (WLGA) undertook a peer assessment of the council's communication arrangements.</p> <p>Through partnership working with trade unions developed new and updated HR policies and protocols, relating to people management, employee wellbeing, and pension policies.</p> <p>Reviewed corporate induction framework and learning programmes.</p>	<p>Review the interim Flexible Working Hours scheme, taking account of the views and opinions of our employees, and service expectations.</p> <p>Assess feedback received on the hybrid working arrangements and review the interim policy alongside the National Joint Council (NJC) Remote / Home and Hybrid Working good practice guide.</p> <p>Use communications and development opportunities to embed the corporate plan across the organisation and raise awareness of the new ways of working.</p> <p>Launch the feedback report on the staff survey outcomes.</p> <p>Develop and implement actions in response to the staff survey findings, with a focus on culture and communications.</p> <p>Prioritise the implementation of a staff extranet site enabling all staff to use their personal devices to access systems and corporate communications.</p> <p>Progress outcomes and agreed actions relating to corporate communications.</p> <p>Review and amend HR policies protocols and managers guidance to comply with legislative requirements and organisational needs.</p> <p>Explore options for developing career pathways using professional frameworks, for hard to fill posts.</p> <p>Explore opportunities to celebrate success within the workforce and</p>



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<p>Progressed actions within the workforce planning projects across the Social Services and Wellbeing Directorate, including review</p> <p>of roles and responsibilities in children's social work teams.</p>	<p>support a culture of recognition.</p>
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**Workforce Theme Two – Attracting, recruiting, and retaining a workforce representing our communities**

<b>What we've done</b>	<b>What we plan to do next</b>
<p>Ongoing improvement of the council's jobsite to promote the benefits of living and working in the County Borough.</p> <p>Increased advertising media for vacancies, including social media platforms and bespoke websites, e.g., The Welsh Government Apprenticeship Vacancy Service (AVS).</p> <p>Hosted, the annual jobs fair, in partnership with Department for Work and Pensions and local business.</p> <p>Recruited children's social workers internationally.</p> <p>Held a dedicated careers fair (as part of the annual jobs fair) for our secondary school pupils, with representatives from all Directorates promoting a wide range of career opportunities and employment with the council.</p> <p>Celebrated and promoted the council's apprentices at an event with the Chief Executive and the Leader during National Apprenticeship Week in Wales.</p> <p>Increased the number of graduates appointed and provided Graduates and Apprentices with development opportunities.</p> <p>Attended options days/evenings; schools careers fairs; skills sessions with pupils on interview and application preparation.</p> <p>Established new arrangements with managers (in support at home and catering service) to progress recruitment and new starters.</p> <p>Reviewed skills mix in teams and individual job specifications to ensure roles are advertised with essential qualifications and</p>	<p>Promote new policies and developments on the council's jobsite, promoting the council as a good employer.</p> <p>Improve the way in which vacancies are advertised, maximising the use of social media platforms and partnership working arrangements.</p> <p>Work with other organisations that promote diversity to target recruitment and improve the reach to potential candidates.</p> <p>Consider international recruitment for other professional roles.</p> <p>Raise the profile of council employment opportunities with those leaving the armed forces and encourage applications.</p> <p>Access resources available to the council via the Cardiff Capital Region (CCR) Venture programme, to support the recruitment of graduates.</p> <p>Work closely with Schools and Colleges to ensure that pupils have access to information about apprenticeship, trainee and graduate career options and careers in local government</p> <p>Provide training and or guidance for managers on recruitment and selection.</p> <p>Review the recruitment processes and the timescales involved to identify areas for improvement.</p> <p>Introduce corporate approach to exit interviews/questionnaires to gather information about reasons and destination of leavers.</p> <p>Review the market supplement policy.</p>

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<p>experience as an alternative where possible.</p> <p>Developed bespoke recruitment and retention workforce plans in Social Services and Wellbeing for the two highest workforce priorities: domiciliary care workers and children's social workers.</p>	<p>Review the council's agency contract, and consider bespoke contracts linked to professional areas to better meet demand (where agency workers are required).</p> <p>Support the corporate parenting programme in its priority on education training and employment.</p> <p>Work with the Employability team to offer support to applicants to gain employment or improve employment prospects.</p>
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**Workforce Theme Three –Developing skills, abilities, and a high performing workforce**

What we've done	What we plan to do next
<p>Enhanced the support to managers to assist the grow your own programme.</p> <p>Supported our Apprentices to develop their skills.</p> <p>Delivered HR surgeries on managing employee performance: covering employee, induction, appraisal reviews, the probationary process, and managing capability.</p> <p>Delivered new bite size development sessions for managers and team leaders on coaching and mentoring.</p> <p>Worked with trade union learning representatives to access training via Wales Union Learning Fund (WULF).</p> <p>Introduced new monthly training calendar to promote development sessions and access to qualifications.</p> <p>Improved corporate training information on the intranet.</p> <p>Engaged in the review of the digital strategy.</p> <p>Designed new absence management training to better support new managers in managing absence.</p> <p>Provided bespoke organisational development interventions, e.g., co-ordinated staff engagement on the Social Work Charter; facilitated team building events.</p>	<p>Provide guidance or information sessions to raise awareness of the benefits of grow your own programmes and assist managers who are interested in recruiting a graduate or apprentice.</p> <p>Access resources available to the council via the CCR Venture programme, to support the development of graduates.</p> <p>Introduce bite size training for managers undertaking employee appraisals, focussing on objective setting, employee development and planning for the future.</p> <p>Support the Heads of Service group to plan and take forward actions arising from the staff survey, e.g., corporate briefing sessions.</p> <p>Maximise training and development support via WULF.</p> <p>Develop a holistic training communications plan, to include all forms of learning and skills development, access to qualification training and employment programmes.</p> <p>Assess the benefits for the organisation of Personal Learning Accounts to offer a wider range of qualifications to our employees.</p> <p>Identify the workforce implications and training needs emerging from the council's digital strategy.</p> <p>Work with partners, including Cardiff Capital Region, to ensure that the council maximises opportunities available for skills development.</p>

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	<p>Identify workforce and skills requirements as the climate emergency response programme develops.</p> <p>Contribute to the review of the current Strategic Equality Plan and plan the development requirements for the workforce.</p> <p>Progress the learning and development priorities outlines in the Welsh language strategy.</p>
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**Workforce Theme Four – Maximising attendance and supporting health and wellbeing of our workforce**

What we've done	What we plan to do next
<p>Initiated a review of the council's approach to the management of sickness absence and health and wellbeing with a view to reducing sickness rates and improving positive attendance management.</p> <p>Extended the council's occupational health contract, to ensure outcomes of the review can be properly addressed.</p> <p>Reintroduced face to face occupational health appointments.</p> <p>Introduced new absence management training for managers through three sessions, covering policy and procedure, importance of compliance skills to conduct absence procedures.</p> <p>Progressed the health and wellbeing agenda:</p> <ul style="list-style-type: none"> <li>○ Updated the health and wellbeing protocol</li> <li>○ Progressed the corporate Health and wellbeing group and its activities</li> <li>○ Developed a new Health Hub newsletter for employees and information leaflets and new intranet pages</li> <li>○ Provided cost of living resources for employees</li> </ul> <p>Worked with colleagues across the Public Services Board to share good practice and resources on health and wellbeing.</p>	<p>Take forward agreed actions based on the recommendations from the holistic review of the management of attendance and a separate internal audit on managing absence.</p> <p>Develop a new managing attendance policy in partnership with trade union representatives, managers, and HR Business Partners.</p> <p>Become a Time to Change employer, to tackle the stigma and prejudice associated with poor mental health in the workplace.</p> <p>Introduce a development programme for employees to have better understanding and awareness of mental wellbeing and to access appropriate support, e.g., The Connect 5 programme (via WULF support across the Cwm Taf Morgannwg region).</p> <p>Augment the health and wellbeing offer to employees, through:</p> <ul style="list-style-type: none"> <li>○ the Corporate Induction Framework</li> <li>○ Health &amp; Wellbeing Group initiatives</li> <li>○ Health &amp; Wellbeing roadshow</li> <li>○ Supporting schools' wellbeing</li> </ul>

**Workforce Theme five – Achieving leadership development, workforce, and succession planning**

What we've done	What we plan to do next
<p>During the pandemic our workforce planning activities were reactive in order to maintain critical service delivery and strengthen employee wellbeing measures.</p> <p>An assessment was undertaken of workforce management and planning as part of how the council uses its resources, for the 2021-2022 corporate assessment.</p> <p>We have reviewed the findings from the Audit Wales report, Springing Forward- Strategic Workforce Management.</p> <p>We have undertaken a review of our approach to workforce planning across the council, assess workforce planning strengths and areas for development, with the aim of informing the development of this strategic plan.</p> <p>We have provided workforce reports are for the Corporate Management Board (CMB) in addition to quarterly reports to Directorate Management Team meetings (including workforce analysis on headcount trends and turnover; absence; and performance management).</p>	<p>This Strategic Workforce Plan will set the direction for workforce planning across the council.</p> <p>Draft a more detailed initial delivery plan for the period up to 31 March 2024.</p> <p>Engage with trade unions on the progress of the delivery plan taking account of fair work principles.</p> <p>Develop processes and tools to embed workforce planning activities across our services, aligning this to business and financial planning.</p> <p>Hold a senior management session: “Strategic Workforce Planning for Senior Leadership Teams” for CMB, Heads of Service and HR Managers, delivered by the WLGA and the LGA to embed workforce planning throughout the organisation..</p> <p>Participate in the review of the 10-year Health and Social Care Workforce strategy and learn from any good practice and use the findings to influence the service workforce planning Augment employee data to support workforce planning activities.</p>

### **Monitoring and updating our strategic workforce plan**

We will work towards developing workforce planning across the organisation and ensure respective service workforce plans align to this strategic plan. This plan will be reviewed to take account of emerging priorities and workforce planning outcomes.

A more detailed delivery plan will be developed to monitor and enable progress to be reported. In some cases, monitoring will take place through the respective strategies and plans referenced in this strategy. The progress on these strategies will also influence future direction and will be considered when the strategy is reviewed.