

## **Appendix 3.5**

# **WORKFORCE 2020-25 STRATEGY**

**September 2018**

## **APPENDIX 3.5**

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#### **TOMORROW'S WORKFORCE: STARTING TODAY**

Our Workforce 2025 strategy (WFS 2025) is the focus of our people strategy and is a key enabler to support the resilient delivery of our business plans in AMP7 and beyond, as we evolve the strengths of our current workforce and prepare for the challenges of the future, developing 'Tomorrow's Workforce'.

There are six interwoven strands, mutually enabling NWL to deliver the outcomes our customers want. Each strand impacts our business priorities, supporting world class customer service outcomes, securing cost efficiency to enable affordable bills, building our capacity for innovation through our unique culture, and developing the competence all our people need, both now and in the future. It builds long-term workforce resilience with a future focused mind-set.

The WFS 2025 has been built with our functional leaders, mapping to their goals alongside the overarching PR19 business plan, with challenge and insight from specialist thought partners. It has been informed by consultation with stakeholders and delivery partners, such as the regional LEPs, and EU Skills, and has identifiable impacts for our customers, communities and our future workforce.

Each strand has a high level action plan for the next three to five years, delivering people outcomes that enable customer outcomes. Our already embedded values and behaviours, and our ethical approach to promoting diversity and inclusion, are cross-cutting strands of the WFS 2025.

In a nutshell, our WFS 2025 is:

WFS 2025: evolving our team of highly skilled, diverse, innovative and personally resilient people, with the emotional intelligence to respond to our customers' individual needs, supported by our extraordinary leaders; NWL continues to be a great place to work, building a pipeline of future talent through the NWG Academy, so that we have workforce resilience to deliver outcomes our customer want.

Outcomes of the six strands are:

#### **1. Extraordinary Leadership**

Our leaders are emotionally intelligent and embrace change, enabling innovation and continuous improvement to deliver the outcomes our customers want, and they inspire and encourage their teams to do the same. They challenge the status quo to deliver great performance, supported by a focus on personal resilience, resourcefulness and agility, so that their teams are equipped to deliver world class service.

#### **2. Great Place to Work**

Great workplaces are built through our everyday experiences: our sense of purpose at work; our working relationships; and the wider value of our work to our communities. There are two common threads: trust - in the people you work with and pride - in the work you do and in working for a great company. Our aspiration is that all of our people have a great experience at work and they understand the part they play to achieve our vision, outcomes and to deliver an unrivalled customer experience. We have an inclusive and diverse culture where our people are supported by their managers and feel confident that their voice is heard. We want everyone to thrive at work and feel empowered to be the best they can be.

#### **3. Strategic Workforce Planning**

We will model, predict, prioritise and implement workforce strategies to ensure we interpret workforce trends to deliver our overall business strategy. This includes strengthening targeted strategies to tackle our gender pay gap, and any other significant workforce development needs. These plans are developed and owned by key leaders in the business who have operational insight and foresight into workforce requirement in their directorate, supported by the people team, so together we are able to deliver world class customer service.

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#### **4. The NWG Academy**

The NWG Academy is the delivery vehicle for some key strands of WFS 2025. It translates strategic workforce planning into targeted action, inspiring talent and promoting diversity and inclusion. The NWG Academy will grow the future generation of talent, develop the people we have here now, supporting longer working lives and transition into life after NWL, supporting learning and development at all life stages. It will enable us to develop the skills and capabilities we need now as well as in future, creating opportunities in our communities to secure our future talent, whilst supporting our industry to promote Utilities as careers of choice.

#### **5. Excellent Competence**

Every individual in NWL will be confident to play their part in delivering world class customer service, through excellence in their technical competence and developing emotionally intelligent personal skills. They will reach their potential by developing their skills continually with lifelong learning, as an inspiration to colleagues, customers, families and communities.

#### **6. Future ready mind-set**

Our world is changing exponentially; we will support our people to develop future ready mind-set so we work in a modern, adaptable way, constantly evolving to optimise the opportunities that technology, innovation and digitisation bring. Embracing difference and including everyone is a fundamental part of developing a future ready mind-set so we stay ahead of the game, delivering our National Leader ambition across all our work.

A high level plan is attached as an Appendix to indicate the elements of work which sits within each strand. This is subject to further refinement during 2019.

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**WORKFORCE 2025: HIGH LEVEL PLAN**

