

December 2021

Workforce Strategy 2021 – 2023 Delivery Plan

1. Succession Planning & Career Development

See also separate Apprenticeship Strategy and Delivery Plan.

Project	Ambitions	Key elements	Priority Level	Target completion date	Officer/ Service responsible	Resources/ Budget implications
Career Pathways	To support the career aspirations of all and grow our own leaders	<ol style="list-style-type: none">1. Using free LGA consultancy support, run a training event for HR on workforce planning and career pathways.2. Identify teams/ service with current career pathways. What can we learn about good practice?3. Identify teams/ services without current career pathways4. Prioritise services and work with each to identify and articulate pathways.	M	By March 2023	HR working with individual services/ depts.	<p>May need some LGA consultancy at additional cost of £450 per day. Rest of work can be done within current resources.</p> <p>HR Officer required to support this work</p>
Review of Training & Development Programme	To support the career aspirations of	<ol style="list-style-type: none">1. Review training and development programme to ensure it	H	By March 2022	HR	Funding for any additional provision will

	all and grow our own future leaders.	<p>reflects the Council's priorities, especially in digital skills, communications & engagement, commercialisation, project management etc.</p> <ol style="list-style-type: none"> Commission any new training provision. Implement the revised programme. 				need to be identified.
Career Progression for Women	<p>To support the career aspirations of all and grow our own future leaders</p> <p>... to increase diversity across all areas and levels of the workforce.</p>	<ol style="list-style-type: none"> Carry out structured interviews to establish themes at play. Consider wider survey to explore themes in more depth Carry out review of next steps which could include: <ul style="list-style-type: none"> Changes to recruitment processes Training to raise awareness on diversity, inclusion, unconscious bias etc. Review of policies and procedures e.g. Shared Parental Leave 	H	By March 2023 as linked to career pathways project	HR	Potential costs related to additional training, changes in Shared Parental Leave, updates to systems etc.

Coaching & Mentoring Project	To support the career aspirations of all and grow our own future leaders	<ol style="list-style-type: none"> 1. Pilot to go live early 2021. 2. Review pilot during and after 6 month period. 3. Bring results to WFB to decide whether/ how to roll out more widely. 	M	By December 2021	HR	Pilot funded. Potential on-going training costs.
Review of Performance Management Processes and Competency Frameworks	To support the career aspirations of all and grow our own future leaders	<ol style="list-style-type: none"> 1. Carry out review 2. Consult with TUs and managers 3. Seek approvals 	M	By March 2023	HR	To be carried out within existing resources

2. Leadership & Management

Leadership & Management Development Programme	<p>To support the career aspirations of all and grow our own future leaders.</p> <p>To actively foster an organisational culture that is positive & productive...</p>	<ol style="list-style-type: none"> 1. Review all leadership & management development activities with a view to articulating as a coherent programme. 2. Procure any new provision. 3. Publicise and implement. 	H	<p>Starting in 2022/2023</p>	<p>HR with ED Resources</p>	<p>Any new provision subject to agreed funding.</p>
Management Support & Development Offer for Senior Leaders (Tiers 1-3)	<p>To support the career aspirations of all and grow our own future leaders.</p> <p>To actively foster an organisational culture that is positive & productive...</p>	<ol style="list-style-type: none"> 1. Articulate/ promote our offer of support and development for tiers 1-3. 2. Roll out programme of access to external coaching/mentoring for Grade L posts and above 3. Following Pilot of commercialisation training evaluate whether to make training available on an ongoing basis 	M	<p>By April 2022</p>	<p>HR with ED Resources</p>	<p>Subject to a pressure bid for funding.</p> <p>Subject to a pressure bid for funding.</p>

		4. Facilitate cohort for Senior Leadership Degree Apprenticeship each year. 5. Facilitate LA Challenge team each year 6. Following Pilot of audit training evaluate whether to make training available on an ongoing basis				Subject to a pressure bid for funding.
Management Induction	To actively foster an organisational culture that is positive and productive.	1. Hold discussion groups with a group of managers and senior leadership to understand what content should be in for management induction 2. Consider outcomes and propose format and content. 3. Implement	L	By April 2022	HR	Based on existing resources.
Manager Networks	To actively foster an organisational culture that is positive and productive.	To consider as part of discussions alongside the Leadership & Management Programme, and the amended management induction	L	By March 2023	HR	

Recruitment & Retention

Diversity in Recruitment	To be a workforce that represents our community...	<ol style="list-style-type: none"> 1. Review methods & mechanisms for applications to ensure these are attractive for all potential applicants and promote diversity e.g. mobile enabled, blind shortlisting. To feed into potential tender for recruitment system (JGP contract ends 1/9/2021 but option for 2 year extension). 2. Review promotional material, including website, to ensure that diversity is promoted. 3. Consider outcomes of Women in Leadership project and actions for recruitment processes. 4. Conduct a review of language used in JDs/ PSpecs and adverts and consider in the light of diversity. 	M	By March 2023	HR	<p>Consider consultant or agency worker to carry out review work.</p> <p>Resource needed to undertake website work.</p>
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Honarium Project	<p>... to increase diversity across all areas and levels of the workforce.</p> <p>To support the career aspirations of all and grow our own future leaders</p>	<ol style="list-style-type: none"> 1. Carry out data analysis of use of honorariums 2. Deep dive into how and why honorariums are being used by services 3. Propose options for future 4. Review policies and procedures 5. Carry out briefing sessions for managers 6. Implement 	M	By March 2022	HR	Within existing resource but balancing priorities.
Work Experience	To be a workforce that represents our community.	<ol style="list-style-type: none"> 1. Offer job coach and job mentor training, for those working with young people on work experience. 2. Implement rolling programme, working with local schools. 	M	By March 2022	HR	Funding identified for training. To be managed with existing resources (HR & other services).
Review of Job Evaluation Scheme	To be a workforce that represents our community...	<ol style="list-style-type: none"> 1. As the Diversity in Recruitment project progresses, assess whether there is a need to review the Hay JE scheme to reflect changing use of language, qualification expectations etc. 	L	By March 2023	HR	To be carried out by independent consultation with associated costs.

		2. Commission a contractor to undertake this work independently.				
Develop a Total Reward and Recognition Strategy	To be a workforce that takes pride in what we do and celebrates success	1. Develop Strategy 2. Consult with TUs and staff 3. Seek approvals	M	By March 2023	HR	Additional funding may be required for expert support.

4. Employee Wellbeing

Mindfulness applications	To increase wellbeing and resilience for all staff	1. Research mindfulness applications and their appropriateness for our workforce. 2. Consider potential cost and benefits with Workforce Board 3. Undertake procurement exercise, if required.	M	By October 2022	Public Health	Resourced from Public Health
Mental Health First Aid	To increase wellbeing and resilience for all staff	1. Plan structure and roles to fully establish mental health first aiders within the workforce. To be considered by Workforce Board	M	By October 2022	Public Health/ H&S team	Resourced from Public Health/ H&S

		<ol style="list-style-type: none"> 2. Plan implementation of the mental health first aider structure. 3. Implement structure & provide ongoing support and training. 				
Expand Workplace Health initiatives	To increase wellbeing and resilience for all staff	<ol style="list-style-type: none"> 1. Consider wellbeing indicators for the workforce e.g. EAS results. 2. Identify key areas for focus. 3. Identify and plan initiatives to impact the key areas. 4. Implement initiatives. 	M	By June 2023	Public Health Team	Resourced from Public Health

5. How we work

Timelord 2	To actively foster an organisational culture that is positive and productive...	<ol style="list-style-type: none"> 1. Support Timelord 2 project, consultation, policy, implementation 2. Assess new training needs e.g. Managing Remotely 	H	<p>June 2021</p> <p>June 2021</p> <p>December 2021</p>	HR contributing to Accommodation Group	Potential training costs. If there are widespread contract changes, additional resource will be required.
One Council – our workplace culture	To actively foster an organisational culture that is	<ol style="list-style-type: none"> 1. Conduct Employee Attitude Survey and results analysis. 	H	EAS completed by July 2021 and an action	HR with Performance & Risk team.	Within current resources, although external

	positive and productive...	<p>2. Plan employee engagement/ OD activities around organisational culture in new workstyles, and as a result of Employee Attitude Survey results, e.g. structured Let's Chat sessions.</p> <p>3. Deliver activities and analyse results, progressing any follow up actions.</p>		plan will be in place by April 2022.	HR plus senior leaders.	guidance and support may be required.
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ERP/ HR & Payroll Systems	To actively foster an organisational culture that is positive & productive...	<ol style="list-style-type: none"> 1. Establish type of system to be procured with wider corporate stakeholder group, considering carefully the impacts on the Council Workforce and managers as end users. 2 Procure system 3. Transfer and implementation 	H	RL contract extended from March 2022 with a procurement exercise to start during 2022 once a full specification has been written.	HR/ Payroll/ Finance/ ICT	HR & Payroll staffing from current team with significant backfill into systems, payroll and HR Services.
Raising Concerns Projectwhich values and listens to staff, built on trust and respect for all.	<ol style="list-style-type: none"> 1. Research best practice 2. Plan employee/ management discussion groups 3. Draft policies & procedures & consult 4. Implementation 	M	March 2022 onwards.	HR	Within existing resource but balancing priorities.
Internal Communications	<p>To actively foster an organisational culture that is positive & productive...</p> <p>....which values and listens to staff, built on trust</p>	<ol style="list-style-type: none"> 1. Work with the Communications Team to review internal communications as a result of the Communications and Engagement Strategy. 2. Contribute to any project work arising from this. 	M	March 2022 onwards.	HR & Comms Teams	Within existing resource.

	and respect for all.					
Review People Processes	To actively foster an organisational culture that is positive & productive... which values and listens to staff, built on trust and respect for all.	<ol style="list-style-type: none"> 1. Conduct review of variety of people processes and identify those requiring review. i.e. appraisal. 2. Identify potential changes and developments. 3. Consult TUs, managers staff on any policy/ procedure changes. 	M	March 2023	HR	Within existing HR Resources.
Commitment to Carers	To actively foster an organisational culture that is positive & productive... which values and listens to staff, built on trust and respect for all.	<ol style="list-style-type: none"> 1. Research best practice policies and approaches to support carers in the workforce. 2. Develop proposed policy documentation. 3. Consult with trade unions and staff. 4. Publicise and implement 	L	By March 2023		Within existing HR Resources.