

## WORKFORCE STRATEGY DELIVERY PLAN 2022/23

Strategic Priority Outcome	Actions	Lead Officer	Governance	Timescale
<b>Healthy Culture, Effective Leadership</b>	• Workforce Strategy Year 1 - Progress Review	Head of OD	CLT and Scrutiny Committee	31 December 2022
	• Workforce Strategy Year 2 - Action Plan	Head of OD	CLT and Scrutiny Committee	31 December 2022
	• Review of Agile Working	Head of OD	CLT and Scrutiny Committee	31 March 2023
	• Development of leadership delivery model	Head of OD	CLT	31 March 2023
	• Senior management recruitment	Head of OD	Leader and Council	31 January 2023
<b>Excellence in management across the Council</b>	• Facilitation of elected member training specific to workforce policy	OD Manager HR	Head of OD and Head of Governance and Partnership	30 September 2022
	• New suite of disciplinary policies - Disciplinary training for managers	OD Manager HR	Head of OD and CLT	30 November 2022
	• Enable managers in managing workforce attendance and reducing levels of sickness absence	OD Manager HR	Head of OD, CLT and Scrutiny	Ongoing
	• Enable managers to achieve high performing teams and respond to instances of poor performance, attendance, and behaviour, strengthening the management of employee relations and casework	OD Manager HR	Head of OD and CLT	Ongoing
	• Embed the principles of working in social partnership	Chief Officer Commercial & Customer	CLT	31 March 2023
	• Development of a corporate approach for lone working	Service Manager Customer Experience and Transformation	CLT	31 March 2023
<b>Modern Employer of Choice</b>	• Review of recruitment and retention	Head of OD	CLT	31 March 2023
	• Review of the implications of 2022/23 pay award on the pay structure from April 2023	OD Manager Payroll	CLT, Scrutiny, Cabinet and Council	31 March 2023
	• Pay Policy 23/24	OD Manager HR	CLT and Council	31 March 2023
	• Further development of the agile working workspace	Corporate Director Regeneration and Community Services	CLT	31 March 2022
	• Review and update HR & Health and Safety policies	OD Manager HR & Payroll	CLT Scrutiny and Council	Rolling timetable of reviews
	• Develop and implement neuro-diversity guidance	OD Manager HR	CLT	31 March 2023
	• Develop and implement an Employer Supported Volunteering Policy	OD Manager HR	CLT and Council	31 July 2022

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	<ul style="list-style-type: none"> <li>Deliver initiatives to further promote diversity of the workforce</li> </ul>	OD Manager HR	CLT	31 March 2023
	<ul style="list-style-type: none"> <li>Deliver initiatives to support the ageing workforce</li> </ul>	OD Manager HR	CLT	31 March 2023
	<ul style="list-style-type: none"> <li>Establish a network of equalities and inclusivity champions, who will act as representatives for all staff with protected characteristics; working in collaboration with the Equalities Team and the Trade Unions to drive the equalities agenda locally</li> <li>To develop and facilitate targeted events, promotions, and initiatives to celebrate diversity.</li> <li>Explore opportunities to enhance equalities training provision</li> </ul>	Head of Governance & Partnerships	CLT	31 March 2023
	<ul style="list-style-type: none"> <li>Decarbonisation - embed the new operating model and assess its impact in terms of decarbonisation.</li> <li>Decarbonisation - consider how to further reduce commute / travel impact in wider areas of the business e.g., Schools and Social Services.</li> <li>Decarbonisation - explore how staff can be encouraged to switch to ULEV.</li> </ul>	Head of OD	CLT / Decarbonisation Board	31 March 2023
<i>A highly motivated and engaged workforce</i>	<ul style="list-style-type: none"> <li>Deliver the internal Communications Plan</li> </ul>	Chief Officer Commercial & Customer	CLT	In line Communication Strategy
	<ul style="list-style-type: none"> <li>Development of delivery options for workforce development - paper to CLT to include investment</li> </ul>	Head of OD	CLT	February / March 2023
	<ul style="list-style-type: none"> <li>Procurement of a learner management / experience system to support workforce development and training</li> </ul>	Head of OD	CLT	2022/23
<i>Evidence based decision making, planning and delivery</i>	<ul style="list-style-type: none"> <li>Implementation of Directorate Workforce Plans</li> </ul>	Head of OD / CLT	DMT's and CLT	December 2022
	<ul style="list-style-type: none"> <li>Annual sickness absence review and reporting</li> </ul>	Head of OD/CLT	CLT, Scrutiny and Cabinet	30 September 2022
	<ul style="list-style-type: none"> <li>Annual workforce profiles (data dashboard) - Directorates &amp; Schools to inform workforce planning</li> </ul>	OD Manager HR	DMT's / Schools and CLT	31 October 2022 (Schools) 30 May 2023
	<ul style="list-style-type: none"> <li>Quarterly sickness performance data to CLT and Elected Members</li> </ul>	OD Manager HR	CLT and Scrutiny	In line performance framework
	<ul style="list-style-type: none"> <li>Development and implementation of digital solutions to support delivery of modern HR/Payroll service – Paper to CLT to scope and plan including investment</li> </ul>	Head of OD	CLT	February 2023
	<ul style="list-style-type: none"> <li>Equal Pay Audit</li> </ul>	Head of OD	CLT	January 2023
	<ul style="list-style-type: none"> <li>Support schools causing concern</li> </ul>	Corporate Director of Education and OD	Education Directorate	2022/23