

## Appendix 2

### Strategic Workforce Action Plan

This Strategic Workforce Action Plan outlines the programme of work the council will undertake to deliver our workforce planning priorities, as described in our Strategic Workforce Plan 2019-2024. This Action Plan will be reviewed on an annual basis, updated accordingly with progress, and monitored to ensure it is reflective of the council's wider strategic priorities and outcomes.

Action	Impact	Completion Date	Responsible Officer
<b>Developing our workforce</b>			
Develop a process for identifying secondment opportunities across the council	Creating opportunities for individuals to work in new areas and broaden their skills and experience	31 December 2020*	HR/FT
Develop Talent Management and Succession Planning policies	To identify leaders of the future and to ensure clear career pathways are in place	31 December 2020*	HR/JL
Develop a Customer Service Strategy	Ensures that our customers are at the heart of everything we do and that our staff are properly equipped to deliver services	31 March 2021*	CC/CF/DL
Support employees who are re-training as Early Years' Practitioners	Retrain our existing talent and contribute to successful delivery of the Early Years Expansion Programme	30 June 2020 - completed	VS/JL
Upskill employees in order to maximise benefits from commercialisation and income generation	Contribute to the council's strategic priority as a 'go to' place for business	31 July 2021*	OD
<b>Digital</b>			
Develop and implement a digital skills training programme	Our employees have the skills required to enable us to achieve our priorities and our ambition 'to be digital by design' and to meet our corporate priority to be an efficient and effective council	30 April 2021*	IT/OD
<b>Leadership &amp; Management Development</b>			
Review Leadership and Management Development training, ensure our approach incorporates opportunities for all levels of management including within the schools environment	Contributes to a culture and leadership style that reflects organisational values and fosters an environment of accountability	31 December 2020*	OD
Upskill the workforce to ensure they have the skills to collaborate effectively across the organisation and with citizens and partners	Our employees have the skills and knowledge required to enable them to collaborate effectively	31 March 2022	OD

Action	Impact	Completion Date	Responsible Officer
<b>Workforce Profiling and Planning</b>			
Review and refresh workforce planning guidance/toolkit and support	To ensure the development of meaningful service and strategic workforce plans	30 November 2020*	HR/PS
Implement arrangements to support the increase in Early Years provision	To ensure we have the right workforce in place to deliver the new and enhanced service	30 June 2020 - completed	VS/JL
<b>Recruitment and Retention</b>			
Monitor impact of BREXIT on recruitment	To ensure equality and inclusion within our workforce and to identify any potential skills gaps/shortages that emerge	31 March 2021*	HR/DP
Review recruitment practices to develop creative and innovative solutions to address supply/skills shortages in areas of our workforce	To ensure we have a suitably qualified workforce in place to deliver our services	31 May 2021*	HR/FT
Review recruitment practices to develop creative and innovative solutions to address the gender imbalance in our workforce	To improve the diversity of our workforce	31 May 2021*	HR/FT
Develop an action plan to position the council as an 'Employer of Choice'	Increased ability to attract, recruit and retain talent	31 December 2020*	HR/PS
Pursue Armed Forces Covenant Employer Recognition Scheme Gold Award	To support our strategic priority to maximise inclusion and reduce inequalities and to attract diverse talent	31 October 2020 - Completed	HR/SF
Develop proposals to create training and employment opportunities within the council for care experienced young people and young people with a disability.	To meet our legal corporate parenting responsibilities and to ensure equality and inclusion are embedded in our recruitment practices	31 December 2020*	HR/PS
Achieve recognition as a 'Happy to Talk Flexible Working' employer	To promote our flexible working practices, strengthen our position as an employer of choice and contribute to our equalities and inclusion agenda	30 September 2020*	HR/FT
Achieve recognition as a 'Fair Work' Employer	Aligning our workforce development and HR activity to the Fair Work Convention will provide a robust framework for building organisational resilience and sustainability	31 March 2021*	HR/PS
Develop a framework to identify and support opportunities for paid internships across the council	To provide individuals with an opportunity to gain work experience in a relevant field of interest and to support the recruitment and retention of suitably qualified staff	30 October 2020*	HR/FG

Action	Impact	Completion Date	Responsible Officer
<b>Recruitment and Retention continued...</b>			
Achieve Living Wage Accreditation	To strengthen our position as an employer of choice	31 December 2020*	HR/PS
Review career grade structures across the council	To support the development and retention of talent and to develop career pathways which make accessing a career with the council more achievable	31 December 2020*	HR/FG
<b>Developing our Young Workforce</b>			
Develop and implement a framework which supports Foundation, Modern and Graduate Apprenticeship opportunities	Supporting young people to reach positive destinations when they leave school and creating career opportunities for our workforce of the future	31 January 2021*	HR/FT
Develop and implement an Apprenticeship Charter which sets out our commitment to young people starting work in the council	To ensure our young people feel supported and valued	31 January 2021*	HR/FT
<b>Safety, Health &amp; Wellbeing</b>			
Implement refreshed Supporting Attendance Policy & Guidance	Staff are supported and encouraged to maintain an acceptable level of attendance at work and ensuring effective service delivery	30 September 2020	HR/FT
Development and Implementation of Health & Wellbeing Action Plan	Promoting a culture where well-being is embraced by all and contributes to the council's strategic priorities of being efficient and effective and maximising inclusion and reducing inequalities	31 October 2020*	HR/JL
Provide, monitor and review our Employee Assistance Programme	Our employees have access to appropriate counselling support when needed and contributes to the health and wellbeing of our employees	Ongoing	HR/JL
<b>Employee &amp; TU Engagement</b>			
Develop and implement an Employee Engagement Strategy	Improved communication and a more engaged workforce	31 December 2020*	OD
Develop consultation and negotiation framework with our Trade Unions	Ensure we have an effective framework in place to support continuing good and effective relationships with our Trade Unions	30 November 2020*	HR/PS

Action	Impact	Completion Date	Responsible Officer
<b>Reward and Recognition</b>			
Complete Review of Pay & Grading Structure	Ensuring that we have a fair and equitable pay and grading structure in place that creates career pathways for our employees	31 March 2021	HR/SF
Continue to promote policies that recognise our employees' commitment to Volunteering, Children's Panel etc	Our employees are recognised for their contributions, and feel valued and supported by the council in their activities	31 January 2021*	HR/FT
Recognition initiatives, including Walk in My Shoes, Good Practice Forum and Hive Fives are promoted and embedded within the organisation	Employees are recognised for their work and feel valued for their contribution	28 February 2021*	OD/Comms
<b>Partnership and Collaboration</b>			
Work with NHS partners to ensure the delivery of the AH&SCP Joint Workforce Plan	To support the delivery of integrated services and the outcomes of the Joint Workforce Plan	Ongoing	HR/JL

\*Timescales have been altered due to the impact of the Covid-19 pandemic.