

# Choose Havering: Our Workforce Strategy

2022-2024

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## Introduction from Andrew Blake-Herbert, Chief Executive

In 2025, Havering Council will celebrate our 60<sup>th</sup> birthday. Right from the first day of our formation, change has been our business. It has been what we do. Whether through recession or economic boom, our changing environment, our residents' needs, new legislation, climate change and, of course, the incredible changes brought about by technology. Although the last two and a half years have been extremely challenging, our collective response to the pandemic has driven significant change to all of our lives and to how the organisation operates. A lot of this we need to keep hold of, and build on as we go forward to create a modern fit for the future Council.

Too often, it can feel like the only driver of change is our current financial position. In our private lives and as the Council, we have always been managing change, and it comes about because people ask questions like "why is that not working like it should?", "could we do that differently?", "is that fair?" as we try to improve our services to residents. The financial context gives us the additional requirement to do this within a time frame.

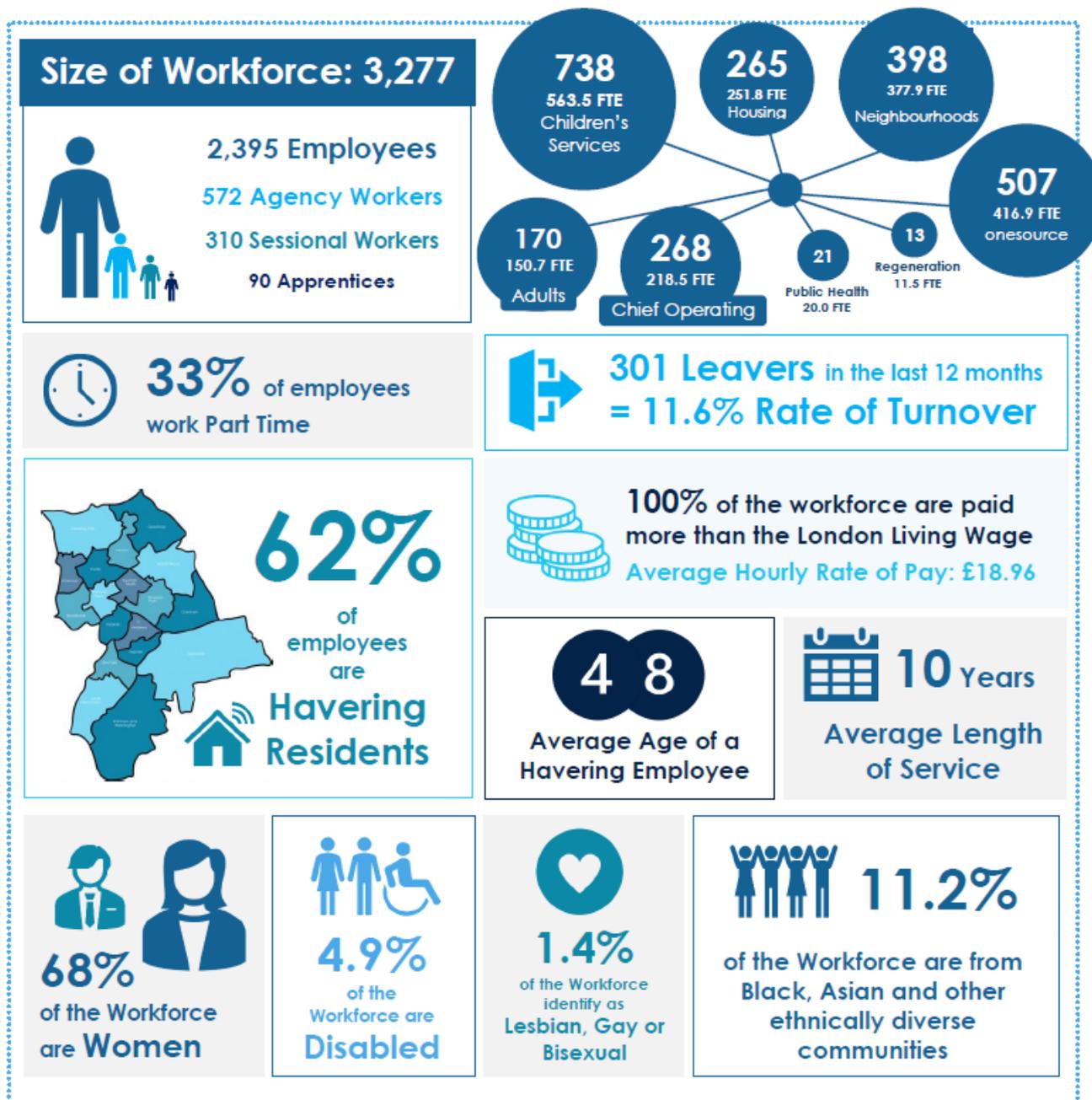
We can only make the right steps forward if we work together. To meet future challenges head-on, we need to have the right people with the right skills working as one council. Being a public servant in the 2020s means being curious and experimenting. It means recognising that the people with the solutions to your problem won't necessarily sit within your current team. It means getting to grips with all the benefits that data and technology can bring our residents. It means making sure residents are there at the start of how we design, deliver and evaluate our services. And it means leading teams and individuals with empathy, care, honesty and fairness, and growing inclusive cultures that allow everyone to participate and feel a sense of ownership and belonging. We live in a very complex world and silo working in teams or directorates is not going to resolve most of the challenges we face.

Our ICARE values and our Choose Havering pledge are key elements in our journey to becoming an employer of choice. We are determined that we should retain, develop, attract and recruit the best talent to improve our borough and the life chances of our residents. Our pledge is only as strong as the actions and energy we all commit to being the diverse, progressive, inclusive organisation that we need to be. This Workforce Strategy sets out how we will do all of that. If at the end of our strategy period you haven't seen and felt a change in the organisation, we won't have delivered what we set out to.

Change only happens with you. So please, take ownership of your own development and be honest with yourself and your colleagues about where your strengths and areas to strengthen lie. Take your Performance Development Review (PDR) and career development processes seriously and make them work for you. The Council's commitment to you is to pledge to offer 10 days of learning to support you with your development needs. Consider if an Apprenticeship is the right route for you to continue to develop your career. If you are fortunate enough to manage people, be accountable to them and support their growth. Please read this strategy and be part of the conversation about the part you can play in our progress.

## About our workforce

Having Council is proud of its diverse, flexible and dynamic workforce – we value each other’s differences and the contribution everyone makes towards making the council what it is today. We directly employ 2,395 staff, with some 572 agency workers and 310 casual/sessional staff supporting the essential services we provide.



## About our Workforce Strategy

Our Workforce Strategy supports the Council’s vision - The Having you want to be part of – and defines how we will build the capability, skills and culture we need for our future workforce. To become a successful and high performing council, against a backdrop of constant financial pressures, we need to have a diverse, modern, agile, innovative, creative and business efficient workforce and culture. The council has an ambitious agenda, which envisages significant organisational and cultural

change. It will be a leaner organisation with 400 fewer posts and will need to be more commercially focused with changes in the shape and scope of service delivery. Working across organisational boundaries in networks and partnerships will become even more important and we will need to build on what we know and learn from the experiences of others to create sustainable public services. This changing nature of the council will require changes in the workforce. It will affect the number of posts and types of people we employ, our working practices, the skills and competencies we need to be successful and the systems and tools to enable us to be both efficient and effective.

We quickly and successfully adapted our methods of service delivery and ways of working in response to the Covid-19 pandemic to ensure our most vulnerable residents continued to receive the support they need. Our workforce demonstrated remarkable resilience, flexibility, and many have developed new skills and networks in the process. This has provided the opportunity to reconsider how we use workplaces in the future and as a result, we will reduce the number of buildings we occupy, and provide greater opportunities for our workforce to work more flexibly and from different locations e.g., at home or across the borough, which also helps towards reducing the Council's carbon footprint.

Our Workforce Strategy describes five key themes for action (see page 10), which we will focus on during the next two years, to support and develop our workforce, strengthen our capabilities as an organisation and modernise how we do things.

Our commitment is to continue to listen and evolve this strategy in response to the changing context and pressures we experience both in terms of financial pressures and increased demands for our services. Our Workforce Strategy is written to address what we know now but should be viewed as a 'live' and dynamic plan, which will be reviewed annually and adapted to respond to council priorities, changes in trends, employment legislation and best practice. Our Workforce Strategy will support the council to:

- Be a modern, progressive, diverse and inclusive organisation focused on achieving best outcomes for communities and improving the quality of life for all our residents
- Bring the Council's work closer to the communities it serves, designing and delivering inclusive, fair and accessible services around residents' needs and user journeys
- Ensure all of our people have the right skills at every level to help Havering residents overcome current and future challenges
- Empower our workforce to champion a sense of civic pride and shared local identity which unites our rapidly diversifying population
- Treat each other with compassion, fairness, respect and accountability

## **Our values and behaviours - ICARE**

Having a clear set of values helps everyone understand what we stand for as a Council, enabling us to become the organisation we need to be. Our ICARE values were written by our workforce, supported by our Trade Unions and must be at the heart of all we do.

**Integrity – Creativity – Ambition – Respect - Everyone**

Our values are for living, and we want everyone to adopt them in their work, demonstrating to colleagues, residents and partners that these are not just good intentions but good actions.

## Our values and behaviours, I CARE, guide our approach to working with residents, partners and colleagues

Values	Integrity	Creativity	Ambition	Respect	Everyone
Behaviours	<ul style="list-style-type: none"> <li>We are honest, trustworthy and reliable</li> <li>We communicate openly and transparently</li> <li>We take responsibility for our actions and behaviour</li> </ul>	<ul style="list-style-type: none"> <li>We find ways to solve problems and make things better</li> <li>We look for new ideas and opportunities to innovate</li> <li>We are flexible and open to change</li> </ul>	<ul style="list-style-type: none"> <li>We focus on making Havering the best place anyone can live, work and do business</li> <li>We take pride in our work and the work of our team</li> <li>We are committed to improving and developing ourselves</li> </ul>	<ul style="list-style-type: none"> <li>We treat people with courtesy and compassion</li> <li>We listen to other people's ideas and perspectives</li> <li>We stand up to discrimination, bullying and harassment</li> </ul>	<ul style="list-style-type: none"> <li>We collaborate and co-produce to deliver results</li> <li>We support each other and give constructive feedback</li> <li>We celebrate success and recognise everyone's contribution</li> </ul>

The Council and the way we work is changing but our values will remain the same.

## The Choose Havering Pledge

Choose Havering is the Council's commitment to creating an organisation that is the best it can be and asks our people to pledge to make positive choices every day so we can achieve all our ambitions. Choose Havering applies to everyone regardless of role and is about having a workplace that's thirsty for change. A Council curious to see what we can do better and people who stand against discrimination. A workplace where we all hold each other accountable for upholding our ICARE values.

### The Council's pledge to you

#### Rapid progress

- We want all our staff to be thirsty for growth and motivated in their roles.
- We commit to giving everyone unrestricted learning, clear objectives, and a range of career development opportunities.

#### Work matters

- We want all our staff to find purpose in their work at Havering Council.
- We will invest in ensuring everyone has access to a corporate learning offer tailored to their needs.

#### Bright future

- We see that the individuals in our workforce have bags of potential and the ability to thrive.
- We will create more professional development opportunities for everyone who wants to progress their career at Havering Council.

### **Work/life balance**

- We understand the importance of staff wellbeing and how it can be supported through flexible working.
- Our management policies and frameworks will be fit for the future, accessible to all and will put your health and wellbeing first.

### **Active listening**

- We know that consistent quality of communication is essential to a well-functioning modern organisation.
- We will keep the lines of communication flowing and ensure there is a two-way dialogue between the organisation and staff.

### **Embrace cultures**

- We believe every member of staff should be a team player and be treated as equals by all.
- We will allow all staff regardless of status, role, or level to be able to have their voices heard.

### **Modern workplace**

- We understand that a place of work is not just where you go to work each day.
- We will support a flexible mind-set and provide you with cutting edge equipment and new technology to help you do your job.

### **Radical thinking**

- We want to help staff make bold moves and achieve new levels of innovation and creativity.
- A new and supportive Workforce Strategy developed with input from Trade Unions will help you feel empowered to think differently.

### **Your pledge to Havering Council**

- Choose to invest in yourself and your career, to be ambitious, get out of your comfort zone and never stop learning
- Choose to be curious and creative in your thinking to help the Council become bolder and more innovative
- Choose to be accountable every day, and to hold others to account if they're not acting with integrity
- Choose to make your voice heard and communicate tactfully and respectfully so that we can move forward together
- Choose to be a team player and be someone your colleagues can rely on, whether they've worked with you for 10 years or 10 minutes
- Choose to treat all people equally, regardless of race, gender, sexual orientation, religion or any other characteristics that defines a group
- Choose to put yourself forward, be a role model and set the standard high for your colleagues
- Choose to work with technology and software that helps you do your job well
- Choose to put residents first, and to actively involve them in how our services are designed and run
- Choose to believe great things can happen if we all work together

## **Why we need to change**

Our Workforce Strategy defines the council's ambition for its people - an inclusive, talented and engaged workforce, where the right people, with the right skills deliver positive outcomes for Havering and its communities.

- **Digital agenda**
  - We are embracing innovation and will continue to exploit advances in the application of digital, data and smart technologies to help to shape the digital future of our borough. We will continue to embrace new ways of working, harnessing the benefits of using innovative digital and technological solutions.
- **Workforce feedback**
  - We are listening to our people via different forums, including colleague forums, change networks, and colleague surveys, for example our wellbeing, engagement and inclusion survey and our skills survey. We need to make improvements based on what our workforce is telling us. We are also working closely with and listening to our Trade Union colleagues.
- **Workforce profile**
  - The average age of our directly employed workforce is 48.1 years and has been steadily increasing over the past four years. 17.4% of our workforce is aged 60 or older, whilst only 9.3% of our workforce is aged 30 or younger. Having an ageing workforce is not the problem but not having a talent pipeline in place is. So we need to actively develop workforce and succession plans to address this. Currently, 19.5% of our workforce is agency/locum and we need to employ and retain a skilled permanent workforce and reduce reliance on temporary workers
- **Equality, diversity and inclusion**
  - We recognise the importance of having a diverse workforce and inclusive cultures to enhance our ability to be creative and foster innovation. We need a diverse and inclusive workforce, which is representative of our community, that will help us better understand the needs of our stakeholders and residents. We need to deliver the priority actions in our Race, Equality, Ability, Diversity and Inclusion (READI) Review Strategy and Action Plan.
- **Leadership**
  - We need leaders that are visible, capable, positive, confident and highly motivated. We need them to be inspirational, authentic, show compassion, motivate and develop others, make decisions based on evidence and behave consistently in line with our ICARE values.
- **Skills gap**
  - There are skills gaps within our workforce as we move forward and work in different ways. We need to invest in our people so that they have the skills needed both now and in the future and so that we retain and nurture our best talent.
- **Culture, values and behaviours**
  - We need an organisation that is open, inclusive and supportive, where our people take personal responsibility and accountability for their actions and personal development and are trusted to do their job well.

## Our ambition for the future

### Our environment

#### The organisation

Our working environment will be inclusive, agile and efficient, fostering innovation, creativity and high levels of performance. We will have strong inspirational leadership and an engaged workforce.

Everyone will understand the contribution they can make to upholding and demonstrating the council's ICARE values and behaviours in everything they do. We will reward teams and individuals who 'go above and beyond' within their role, whilst challenging those who are underperforming and whose attitude and behaviours are inconsistent with our ICARE values. Everyone will be empowered to be innovative and creative, work collaboratively across and beyond organisational boundaries and embrace and celebrate their diversity with zero tolerance for discrimination in any form. We will become an Employer of Choice, where people choose to work and develop their career.

## **Our people**

### **Having employees**

Our workforce will reflect the diversity of the community we serve and be highly motivated, skilled, engaged and encouraged to demonstrate creativity and innovation. They will take ownership of their personal development and 'live' our ICARE values and behaviours. They will work collaboratively and inclusively with their peers, sharing the common aim of delivering positive outcomes for Havering residents and take personal responsibility for working towards becoming a carbon neutral organisation.

### **Having managers**

All levels of management will reflect the diversity of the community we serve. They will demonstrate inspirational leadership by listening to their teams, lead with compassion, empowering our people to achieve their full potential and work with their peers as one team, sharing our ICARE values and vision to achieve positive outcomes for Havering residents. They will hold regular 1-1's, performance development and career discussions with their team members.

### **Having Senior Leaders**

Will set the strategic direction for the Council, translate strategy into actions and hold themselves and others to account. They will be visible, capable, positive, confident and highly motivated. They will operate collaboratively, breaking down all organisational silos and removing barriers to greater partnership working. They will be inspirational, inclusive and authentic, show compassion, motivate and develop others, make decisions based on evidence and behave consistently in line with our ICARE values and commit to the Havering Pledge.

## **Organisational enablers**

### **The Human Resources and Organisational Development team**

The Human Resources and Organisational Development team will operate as a strategic business partner, proactively advising and empowering managers to be great people leaders. Employment policies, procedures and interventions will be simple, clear and business focused to enable the organisation to attract, retain and develop high-performing employees.

### **The way we work**

We will identify, adapt to and use technology and digital solutions, reduce reliance on paper and rationalise our use of office accommodation. Innovative solutions will transform the experience of our residents, customers and workforce alike. The way we work will also support an improved work-life balance.

### **Operating model**

Our future operating model will make the best use of our people, enable the organisational vision, reduce costs, ensure there is clarity of roles and responsibilities, support innovation and improve flexibility. We will enable the delivery of services through a flexible, streamlined and place-based approach, which will be closer and more responsive to our communities, businesses and partners.

## How we will get there

To provide a framework to prioritise what we will do, we have developed five strategic people themes that are future focused and underpinned by a strategic action plan. Each theme board, programme, project or directorate team will develop their own workforce action plans to deliver the Workforce Strategy.

Each theme describes the strategic actions against two time horizons;

- Year 1 - Strengthening our workforce and core processes (*getting the basics brilliant*) and
- Year 2 - Building on that foundation (*building the workforce of the future*).

In Year 3 we will focus on consolidating and reviewing the actions in Years 1 and 2 and planning for future years.

Our five strategic people themes are:

- Organisational design, culture, values and behaviours
- Leading our workforce
- Developing our workforce
- Treating our workforce fairly and with respect
- Supporting our workforce

A summary of our Workforce Strategy is on page 10. This is a high-level overview of the themes, our overall ambition and the main areas of focus. The detailed action plan for each theme can be found at Appendix A.

## Ownership, monitoring and review

The Council operates in a matrix way with work being undertaken within themes, programmes, projects and directorate teams. Each theme, programme, project or directorate team needs to consider its own people requirements for the coming two years (noting that some teams, e.g. short term project teams, such a plan may not be necessary). Where necessary, teams need to develop a tailored workforce action plan, based on the five strategic people themes. Progress against these plans will be monitored on a regular basis and feedback should be given to teams via normal communication and engagement channels, e.g., theme, programmes, projects and directorate team meetings, catch-ups, or 'away-days'. Individual PDR objectives should be aligned to relevant theme, programme, project and directorate workforce action plans.

Outcomes derived from the actions undertaken will be monitored on a quarterly basis, with an annual report presented to the Strategic Leadership Team (SLT), Corporate Leadership Team (CLT), Equality, Diversity, Inclusion and Cohesion Group (EDIC) and the Corporate Consultation and Negotiation Forum (CCNF). The Race, Equality, Accessibility, Diversity and Inclusion Review Action Plan is represented here at the thematic level and progress will be monitored via the READI governance structures and jointly reported back.

This strategy will be reviewed on an annual basis, or sooner should organisational direction and priorities significantly change, and it is deemed no longer fit for purpose.

## Our Workforce Strategy on a page

This is a very high-level overview of the themes, our overall ambition and the main areas of focus:

Theme	Our ambition	Areas of focus
Our organisational design, culture, values and behaviours	<p><b>Our people Choose Havering and carry out their roles in line with the organisation's values and behaviours.</b></p> <p>Everyone is confident to give feedback on both positive and negative behaviours.</p> <p><b>Our culture is one of inclusion, collaboration, innovation and creativity, where our people are curious and take personal responsibility to fulfil their potential.</b></p> <p>To become a learning organisation with innovation at its heart.</p>	<ul style="list-style-type: none"> <li>• Fully embed the organisational ICARE values and behaviours</li> <li>• The way we work</li> <li>• Target Operating Model</li> <li>• Organisation design principles</li> <li>• Fit for purpose people management policies and procedures</li> <li>• Simple, automated processes</li> </ul>
Leading our workforce	<p><b>We have forward thinking, inspirational, capable and effective leaders and managers at all levels.</b></p> <p>Decisions are made as close to the service user as possible.</p> <p>High performing teams have the authority they need to make the right decisions, quickly.</p> <p>We plan for the future, and we do it well.</p>	<ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Digital skills</li> <li>• Coaching and mentoring as the 'norm'</li> <li>• Role modelling</li> <li>• Refreshed performance management framework</li> <li>• Workforce planning</li> </ul>
Developing our workforce	<p><b>Our people have the skills and capabilities needed to perform their roles and build on their potential.</b></p> <p>Everyone takes ownership of their personal development.</p> <p>We have career and development pathways for everyone.</p>	<ul style="list-style-type: none"> <li>• Digital skills</li> <li>• Career pathways</li> <li>• Development pathways</li> <li>• Career conversations</li> <li>• Expand blended learning</li> <li>• Increase apprenticeships</li> </ul>
Treating our workforce fairly and with respect	<p><b>We celebrate diversity and our workforce is representative of Havering's communities.</b></p> <p><b>We lead an anti-discrimination, anti-racist organisation, committed to stand together to tackle harassment and abuse in the workplace.</b></p> <p><b>Our people feel free to speak up and are comfortable bringing their 'whole self' to work.</b></p> <p>Everyone has equality of access to opportunities, progression and development.</p>	<ul style="list-style-type: none"> <li>• Improve baseline data</li> <li>• Alignment with the priority actions of our Race, Equality, Ability, Diversity and Inclusion (READI) review</li> <li>• Resolution and accountability framework</li> </ul>
Supporting our workforce	<p><b>Our people are safe, healthy and well in their mental and physical wellbeing.</b></p> <p><b>We value our people, provide appropriate support and recognise their contribution.</b></p> <p><b>We listen to our people and treat them well and equitably, whatever their role or where they work.</b></p> <p><b>Our people are proud to work here.</b></p>	<ul style="list-style-type: none"> <li>• Workforce communication and engagement</li> <li>• Health and wellbeing offer</li> <li>• Reward and recognition</li> <li>• Building trust and confidence to speak up</li> </ul>

**Themed Strategic Action Plans**

The following provides more detail about the actions that will be delivered under each theme and should be used as a basis for designing local plans.

**Theme 1 Our organisational design, culture, values and behaviours**

<b>We will</b>	
<p><b>Year 1: STRENGTHEN</b></p> <ul style="list-style-type: none"> <li>• Align the organisation to the new Target Operating Model (People, Places, Resources)</li> <li>• Embed our ICARE values in our recruitment, induction and performance management processes</li> <li>• Support everyone to role model and challenge behaviour when this is not in line with our ICARE values</li> <li>• Design and introduce a framework to define how we will work in future, creating greater flexibility, a focus on delivering outcomes and adopting the principle of ‘remote by default’</li> <li>• Review and create policies and guidance to enable new ways of working</li> <li>• Simplify policies, procedures and processes designing these around the user and to make them accessible and digital wherever possible</li> <li>• Design and implement organisational design principles so that line managers spans of control and organisational levels are modern and fit for purpose</li> <li>• Deliver ‘Choose Havering’ internally and develop it as our external recruitment brand</li> <li>• Review the Starters and Leavers processes to ensure that both on-boarding and off-boarding experiences are as seamless as possible</li> <li>• Work collaboratively with Trade Unions, Colleague Forums and our people to co-design solutions that put the customer at the heart of the outcome</li> </ul>	<p><b>Year 2: BUILD</b></p> <ul style="list-style-type: none"> <li>• Review structures and align to/embed within the Target Operating Model (People, Places, Resources)</li> <li>• Review how well our ICARE values are ‘lived’ through engagement surveys</li> <li>• Continue to review and refresh policies and supporting guidance to create a streamlined, modern, fit for purpose policy framework, focused on outcomes, with documents which are fair and accessible to all</li> <li>• Review our approach to dealing with conflict and grievances to focus on early resolution, mediation, collaboration and restoration</li> <li>• Embed organisational design principles across the council</li> <li>• Embed new ways of working (work styles) in talent attraction and on-boarding processes</li> </ul>

<b>MEASURES OF IMPACT</b>	
<ul style="list-style-type: none"> <li>✓ Colleague engagement (surveys)</li> <li>✓ Performance feedback and ratings</li> <li>✓ Reputation as an ‘employer of choice’</li> <li>✓ Exit interview findings</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reduction in formal grievances and disciplinary cases</li> <li>✓ Number of applicants for jobs</li> </ul>

**Theme 2**    **Leading our workforce**

<b>We will</b>	
<ul style="list-style-type: none"> <li>• <b>Year 1: STRENGTHEN</b></li> <li>• Design and deliver a new inclusive leadership development programme</li> <li>• Review and develop a fresh approach to people performance management, focused on outcomes</li> <li>• Introduce a mandatory development programme for new managers</li> <li>• Develop and pilot a workforce planning toolkit</li> <li>• Develop a framework for succession planning to grow our own internal talent</li> <li>• Review the actions necessary as a result of the corporate skills assessment recommendations</li> <li>• Prioritise leadership and management capabilities from the skills audit and design appropriate development offer to close the gap</li> <li>• Use Apprenticeships to enhance management and leadership skills</li> <li>• Improve digital inclusion by continuing to offer digital skills learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Year 2: BUILD</b></li> <li>• Implement workforce planning council-wide</li> <li>• Succession pipeline plans in place for our future leaders</li> <li>• Build on existing leadership development programme to develop leadership capability at all levels</li> <li>• Implement refreshed performance management framework</li> <li>• Encourage all leaders to develop their skills as mentors and/or coaches, and commit to supporting at least one colleague every 2 years</li> <li>• Leaders become positive role models for the rest of the Council</li> <li>• Continue to use Apprenticeships to enhance management and leadership skills</li> </ul>

<b>MEASURES OF IMPACT</b>	
<ul style="list-style-type: none"> <li>✓ Increase in the number of managers completing a L5 management or L7 senior leader Apprenticeship</li> <li>✓ Increasingly positive peer review/inspection outcomes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Number of internal applicants and appointments to leadership roles</li> <li>✓ Reduction of internal complaints/grievances</li> <li>✓ Colleague engagement survey results (survey)</li> </ul>

**Theme 3 Developing our workforce**

<b>We will</b>	
<p><b>Year 1: STRENGTHEN</b></p> <ul style="list-style-type: none"> <li>• Promote continuous learning and development across the Council with all our people having regular discussions about their development needs and support to identify their 10 days of learning</li> <li>• Everyone will have a performance development review, with progression discussed on a regular basis</li> <li>• Implement a mandatory learning framework for everyone</li> <li>• Develop provision to close the skills gap identified by the skills audit</li> <li>• Introduce a future leaders' group to shadow SLT/CLT activity around our 2040 Strategy</li> <li>• Share best practice across the Council through regular all-access sessions including bringing in external speakers</li> <li>• Introduce the 70-20-10 approach to learning where people learn through on-the-job activities (projects, work shadowing, placements)</li> <li>• Promote the resources to encourage self-directed and just-in-time learning</li> <li>• Improve digital inclusion by continuing to offer digital skills learning and development</li> <li>• Provide clear guidance and information on available apprenticeships</li> <li>• Set a target for each directorate to create new apprenticeship opportunities to meet the Council's target of 2.3% of the workforce</li> <li>• Encourage and support our people to undertake an apprenticeship as part of their personal development</li> <li>• Review the need for a learning management system</li> </ul>	<p><b>Year 2: BUILD</b></p> <ul style="list-style-type: none"> <li>• Complete a corporate skills assessment to understand gaps in skills, behaviours and confidence</li> <li>• Expand our blended learning offer to ensure our people receive the development they need, when they need it</li> <li>• Implement a digital skills development programme</li> <li>• Encourage 'career progression and development conversations' for everyone</li> <li>• Improve reporting on learning and development activity</li> <li>• Encourage all managers to develop as mentors and/or coaches, and commit to supporting at least one colleague every 2 years</li> <li>• Develop a framework for succession planning with particular focus on hard to fill posts</li> <li>• Develop a reputation for high standard of learning and development, through the provision of high quality learning and development opportunities</li> <li>• Develop and embed the 70-20-10 approach to learning at work</li> <li>• Learning sponsors to design and create the framework for career pathways for specific professional groups</li> <li>• Work with public and private sector partners in the borough to develop colleagues' skills and build improved systems leadership within the borough</li> <li>• Introduce a learning management system</li> </ul>

<b>MEASURES OF IMPACT</b>	
<ul style="list-style-type: none"> <li>✓ Maintain healthy turnover rates</li> <li>✓ Increase number of apprenticeships</li> <li>✓ Improve colleague engagement results (survey)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Significantly reduced reliance on agency workers/locums to no more than 13% of the workforce</li> <li>✓ Increase number of internal promotions</li> </ul>

**Theme 4 Treating our workforce fairly and with respect**

<b>We will</b>	
<p><b>Year 1: STRENGTHEN</b></p> <ul style="list-style-type: none"> <li>• Develop and deliver fit for purpose strategies and governance, e.g. the READI Strategy and Plan</li> <li>• Publish annual equality, diversity and inclusion metrics, objectives and pay gap analysis</li> <li>• Develop new guidance, templates and learning offer, to enable effective equality analysis to be undertaken</li> <li>• Develop inclusive leadership to role model and promote inclusive behaviours and challenge negative behaviours</li> <li>• All Colleague Forums to have an SLT Sponsor</li> <li>• Develop an inclusive culture, in a diverse and engaged workforce, so all colleagues can thrive</li> <li>• Introduce equality, diversity and inclusion objectives for all employees</li> <li>• Develop inclusive practice, to eliminate discrimination in all we do, e.g. a full review of all Equality, Diversity and Inclusion policies and guidance</li> <li>• Develop inclusive behaviours, so we are living the values, e.g. a comprehensive engagement programme on the ICARE values and behaviours</li> <li>• Deliver a programme of activities to support our Race Equality objectives</li> <li>• Revise and launch new Terms of Reference for Colleague Forums</li> </ul>	<p><b>Year 2: BUILD</b></p> <ul style="list-style-type: none"> <li>• Develop and publish an Equality, Diversity and Inclusion Workforce Scorecard</li> <li>• Conduct and publish Equality Analysis and continue to grow the culture and competence to conduct effective EqHIAs</li> <li>• Continue to deliver and commission fair and inclusive services</li> <li>• Develop an inclusive culture, in a diverse and engaged workforce – becoming anti-racist, offering fair recruitment and growing informal resolution</li> <li>• Develop inclusive practice within all development activity, fair selection processes, reasonable adjustments, and flexible working arrangements</li> <li>• Develop inclusive behaviours e.g. growing the Havering Way and living the ICARE values</li> <li>• Ensure a planned programme of access audits of all Council buildings</li> <li>• Continue to deliver a programme of activities to support our Race Equality objectives</li> </ul>

<b>MEASURES OF IMPACT</b>	
<ul style="list-style-type: none"> <li>✓ Improve colleague engagement and experience (shown in survey results)</li> <li>✓ Achievement of Excellence against the Equality Framework for Local Government</li> <li>✓ Reduction in number of bullying/harassment and discrimination complaints</li> <li>✓ Better guidance on and support for reasonable adjustments and improved work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inclusive workplace cultures and service design and delivery</li> <li>✓ Removal of bias in all recruitment and selection processes and career progression</li> <li>✓ Increase in diversity at all levels</li> <li>✓ Increasingly improving insight from colleague forums and Trade Unions</li> <li>✓ Published Equality Objectives and relevant detailed reporting</li> </ul>

<b>We will</b>	
<p><b>Year 1: STRENGTHEN</b></p> <ul style="list-style-type: none"> <li>• Create a safe working environment where our people feel able to ask for support to ensure both their physical and mental wellbeing</li> <li>• Introduce an annual colleague survey and regular ‘pulse’ surveys</li> <li>• Actively promote positive engagement to establish a culture, where people feel listened to, valued, informed and involved</li> <li>• Implement wellbeing initiatives which improve health and reduce work related stress</li> <li>• Review wellbeing offer to support a remote and flexible workforce</li> <li>• Promote the available wellbeing resources via the wellbeing hub, internal communication channels and via managers</li> <li>• Offer an exit interview to all our people that leave us</li> </ul>	<p><b>Year 2: BUILD</b></p> <ul style="list-style-type: none"> <li>• Refresh the wellbeing offer building on the experiences of our people and available evidence</li> <li>• Explore and build or extend the wellbeing and engagement offer by working with external partners/organisations</li> <li>• Provide our managers with the skills to recognise poor mental health and have effective conversations with their teams/reports</li> <li>• Review our colleague awards programme to ensure it is reflective the behaviour/activity we want to recognise</li> <li>• Review our colleague benefits to ensure these are of value to our people</li> <li>• Use data and evidence to improve and target support for health and wellbeing</li> <li>• Continue to review and act on feedback via colleague surveys</li> </ul>

<b>MEASURES OF IMPACT</b>	
<ul style="list-style-type: none"> <li>✓ Improve colleague engagement results (surveys)</li> <li>✓ Increase take up of wellbeing interventions/initiatives</li> <li>✓ Reduction in sickness absence related to work related stress</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reduction in the number of contacts received by Mental Health First Aiders in relation to work related stress</li> </ul>