Choose Havering:

Our Corporate Workforce Strategy – Refresh 2025-2027 and Beyond

WORK MATTERS CHOOSE HAVERING

Contents

Introduction from Andrew Blake-Herbert, Chief Executive

In 2025, Havering Council celebrated its 60th birthday. From day one, change has been at the heart of what we do. Whether through economic ups and downs, evolving resident needs, new legislation, climate change, or technological advancements, we have always continued to embrace change. We must continue to build on these changes to create a modern, future-ready Council.

While financial constraints often drive change, our commitment to improvement stems from a desire to better serve our residents. Questions like "Why isn't this working as it should?" and "Can we do this differently?" push us to innovate and enhance our services. Financial pressures add urgency, but our focus remains on delivering quality within these constraints.

To navigate future challenges, we need the right people with the right skills working together as one Council. Being a public servant in 2025 and beyond means being curious, experimenting, and recognising that solutions may come from outside of your team. It means leveraging data and technology to benefit our residents and involving them in designing, delivering, and evaluating services through various communication channels. Leading with empathy, honesty, fairness, and fostering inclusive cultures where everyone feels a sense of ownership and belonging, is crucial. An isolated approach, known as siloed working, won't solve the complex challenges we face.

Our ICARE values—Integrity, Care, Ambition, Respect, and Everyone—are central to becoming a 'Great Place to Work'. These values guide our actions and decisions, ensuring we remain committed to our mission and vision. We aim to retain, develop, attract, and recruit top talent to improve our borough and enhance residents' life chances.
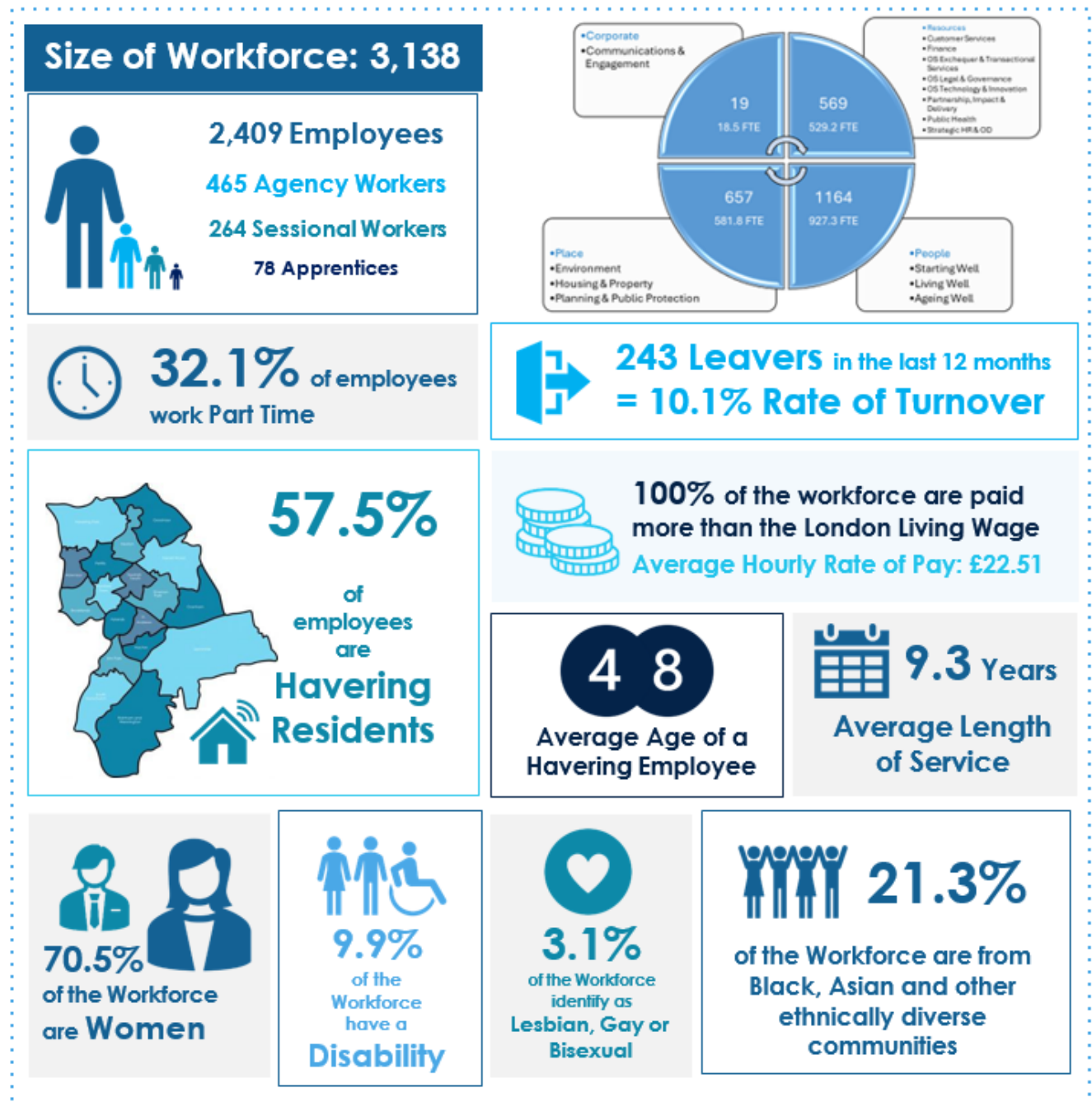
Our Choose Havering pledge reinforces our dedication to being a diverse, progressive, and inclusive organisation. This Corporate Workforce Strategy outlines how we will all achieve this. If you don't see and feel a change by the end of this strategy period, we haven't met our goals.

Change starts with all of us! Take ownership of your development, be honest about your strengths and areas for growth, and make the most of your Performance Development Review (PDR) and career development processes. The Council pledges to continue to offer 10 days of learning to support your development needs. Consider if an Apprenticeship is right for your career growth. If you manage people, be accountable and support their growth.

Read this strategy and join the conversation about your role in our progress.

About our workforce

Havering 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 2,409 staff, with some 465 agency workers and 264 casual/sessional staff supporting the essential services we provide.

Size of Workforce: 3,138

2,409 Employees
465 Agency Workers
264 Sessional Workers
78 Apprentices

- Corporate
- Communications & Engagement

19
18.5 FTE

569
529.2 FTE

- Resources
- Customer Services
- Finance
- OS Exchequer & Transactional Services
- OS Legal & Governance
- OS Technology & Innovation
- Partnership, Impact & Delivery
- Public Health
- Strategic HR & OD

657
581.8 FTE

1164
927.3 FTE

- Place
- Environment
- Housing & Property
- Planning & Public Protection

- People
- Starting Well
- Living Well
- Ageing Well

32.1% of employees work Part Time

243 Leavers in the last 12 months **= 10.1% Rate of Turnover**

57.5% of employees are **Havering Residents**

100% of the workforce are paid more than the London Living Wage
Average Hourly Rate of Pay: £22.51

4 8 Average Age of a Havering Employee

9.3 Years Average Length of Service

70.5% of the Workforce are **Women**

9.9% of the Workforce have a **Disability**

3.1% of the Workforce identify as Lesbian, Gay or Bisexual

21.3% of the Workforce are from **Black, Asian and other ethnically diverse communities**

Our Corporate Workforce Strategy – Building the Future Together

At the heart of our Corporate Workforce Strategy lies the Council's vision: 'The Havering you want to be part of'.

This strategy outlines our commitment to developing the capability, skills, and culture needed for our future workforce. To thrive as a high-performing council amidst ongoing financial pressures, we are cultivating a diverse, modern, agile, innovative, creative, and business-efficient workforce and culture.

Our Council is on an ambitious journey of significant organisational and cultural transformation. We envisage a leaner organisation, more commercially focused, and with a reshaped service delivery model. Collaboration across organisational boundaries, networks, and partnerships will be crucial. By learning from others and building on our experiences, we aim to create sustainable public services.

This transformation will necessitate changes in our workforce, affecting the number of posts, the types of people we employ, our working practices, the skills and competencies required, and the systems and tools that enable us to be both efficient and effective.

Continue to Adapt to Change: Continuous improvement from Lessons learnt

Our workforce continues to demonstrate remarkable resilience and flexibility, acquiring new skills and forming new networks in the process. Our experiences of change allow us to continuously learn and grow. We will continue to look at opportunities for flexible working across different locations, including refreshing and developing our 'Ways of Working' across the Council and the borough. This also contributes to the Council sustainability agenda and further reducing the Council's carbon footprint.

Key Themes for Action

Our Corporate Workforce Strategy will continue to focus on five key themes over the next two years to further support and develop our workforce, strengthen our organisational capabilities, and modernise our operations:

Modern, Progressive, and Inclusive Organisation: We aim to be a forward-thinking, diverse, and inclusive organisation dedicated to achieving the best outcomes for our communities and enhancing the quality of life for all residents.

Community-Centric Services: Bringing the Council's work closer to the communities we serve by designing and delivering inclusive, fair, and accessible initiatives/services tailored to residents' needs and user journeys.

Skill Development: Ensuring all our people possess the right skills at every level to help Havering residents overcome current and future challenges.

Civic Pride and Local Identity: Empowering our workforce to champion a sense of civic pride and shared local identity that unites our rapidly diversifying population.

Compassion, Fairness, and Respect: Fostering a culture where we treat each other with compassion, fairness, respect, and accountability.

Together, we will build a workforce that is ready to meet the challenges of today and tomorrow, ensuring Havering remains a place we are all proud to be part of.

A Dynamic and Evolving Strategy

Our commitment is to continuously listen and evolve this strategy in response to changing contexts and pressures, including financial constraints and increased service demands. While our Corporate Workforce Strategy addresses current knowledge, it is a 'live' and dynamic plan, reviewed annually and adapted to align with Council priorities, emerging trends, employment legislation, and best practices.

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—Integrity, Creativity, Ambition, Respect, and Everyone—were written by our workforce and supported by staff and our Trade Unions. These values must be at the heart of all we do, guiding our actions and decisions.

Our values are not just for show; they are for living. 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. Accountability is key—each of us must take responsibility for embodying these values in everything we do, ensuring that our commitment to Integrity, Creativity, Ambition, Respect, and Everyone is evident in our daily actions and interactions.

Integrity – Care – Ambition – Respect - Everyone

CHOOSE integrity
- We are honest, trustworthy
- We communicate openly and transparently
- We take accountability for our actions and behaviors
- We role model and set the standard for other colleagues

CHOOSE care
- We are curious and find ways to solve problems and make things better
- We look for new ideas and opportunities to innovate
- We are flexible and open to change
- We are proud to work in public services

CHOOSE ambition
- We focus on making Havering the best place anyone can live, work and do business
- We take pride in our work and the work of our team
- We are committed to improving and developing ourselves with 10 days of learning in mind

CHOOSE respect
- We treat people with kindness and compassion
- We listen to other people's ideas and perspectives
- We stand up to discrimination, bullying and harassment
- We appreciate and celebrate diverse cultures, ensuring everyone is treated with the respect they deserve
- We prioritise residents, local businesses, and community groups, striving to provide the best services, actively engaging whenever possible

CHOOSE everyone
- We collaborate to deliver results
- We support each other and give constructive feedback
- We celebrate success and recognize everyone's contribution
- We will make sure we are commercially minded. We look at best value and help support the Council's finances

CHOOSE employer pledge
- We will support your growth and learning by providing a more professional development offer and recognition to help you thrive
- We will always offer the best possible work/life blend with working practices, putting your health and wellbeing first by making sure we have the right support in place
- We will create the right culture for staff to help you thrive, make sure we listen and two-way communications remains constant
- We will give you the tools and tech you need while trying to be forward-thinking and creative to help you in your roles

The Choose Havering Pledge

Choose Havering: Our Commitment to Excellence

Choose Havering is the Council's pledge to create an organisation that is the best it can be. We ask our people to make positive choices every day to achieve our shared ambitions. This commitment applies to everyone, regardless of role, and is about fostering a workplace that is eager for change. We are a Council curious to see what we can do better, a Council that stands against discrimination, and 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 eager for growth and motivated in their roles. We commit to providing 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 the potential in our workforce and their 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 prioritise your health and wellbeing.

Active Listening: We know that consistent quality communication is essential to a well-functioning modern organisation. We will keep the lines of communication open 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 ensure all staff, regardless of status, role, or level, have their voices heard.

Modern Workplace: We understand that a place of work is not just where you go each day. We will support a flexible mindset and provide 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 refreshed Corporate 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, be ambitious, step 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 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 characteristic that defines a group.

Choose to put yourself forward, be a role model, and set high standards for your colleagues.

Choose to work with technology and software that helps you do your job well.

Choose to put residents first and actively involve them in how our services are designed and run.

Choose to believe that great things can happen if we all work together.

Why we need to change

Our Corporate 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 leverage advances in digital, data, and smart technologies to shape the digital future of our borough. By harnessing the benefits of innovative digital and technological solutions, we will continue to embrace new ways of working.

Workforce Feedback

We are committed to listening to our people through various forums, including colleague forums, change networks, and surveys such as our wellbeing, engagement, and inclusion survey, and our skills survey. We must act on the feedback from our workforce and work closely with Trade Union colleagues to make necessary improvements.

Workforce Profile

The average age of our directly employed workforce is 48 years and has been within 47.4 & 48.2 years in each of the past four years. With 18.9% of our workforce aged 60 or older and only 9.9% aged 30 or younger, we face the challenge of not having a talent pipeline in place. We must actively develop workforce and succession plans to address this. Currently, 14.8% of our workforce is agency/locum, and we need to employ and retain a skilled permanent workforce to reduce reliance on temporary workers.

Equality, Diversity, and Inclusion

We recognise the importance of having a diverse workforce and inclusive cultures to enhance our creativity and foster innovation.

Our ambition for the future

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, while holding those who underperform and whose attitudes and behaviours are inconsistent with our ICARE values accountable. 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 a Great Place to Work, where people choose to work and develop their careers.

Our People

Havering 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 taking personal responsibility for working towards becoming a carbon-neutral organisation.

Havering Managers

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

Havering Senior Leaders

Our senior leaders will set the strategic direction for the Council, translate strategy into actions, and hold themselves and others accountable. 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 Choose Havering Pledge.

Organisational Enablers

The Human Resources and Organisational Development team will operate as a strategic business partner, proactively advising, coaching, mentoring 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 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 clear framework for prioritising our actions, 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 Corporate Workforce Strategy.

Year 1 & 2 of the Workforce Strategy focused on Strengthen and Build, as we move forward each theme will now outline strategic actions across two further time horizons:

Year 3: Continue to Strengthen our workforce and core processes (getting the basics brilliant) by focusing on Foundation and Initial Implementation

Year 4: Continue to Build on that foundation (building the workforce of the future) by focusing on Implementation, Monitoring, and Continuous Improvement

In Year 5, we will focus on consolidating and reviewing the actions from Years 3 and 4, and planning for future Corporate Workforce Strategies in collaboration with the Corporate Plan.

Our five strategic people themes are:

Organisational design, culture, values, and behaviours

Leading our workforce

Developing our workforce

Treating our workforce fairly with kindness and respect

Supporting our workforce

A summary of our Corporate Workforce Strategy is on pages 12 & 13, providing a high-level overview of the themes, our overall ambition, and the main areas of focus.

Ownership, Monitoring, and Review

The Council operates in a matrix structure, 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. Where necessary, teams need to develop tailored workforce action plans based on the five strategic people themes. Progress against these plans will be monitored regularly, and feedback will be provided to teams through normal communication and engagement channels, such as theme, programme, project, and directorate team meetings, catch-ups, or 'away-days'. Individual PDR objectives should be aligned with relevant theme, programme, project, and directorate workforce action plans.

This strategy will be reviewed annually or sooner if the organisational direction and priorities significantly change, and it is deemed no longer fit for purpose.

Workforce

Our Corporate 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	Our people Choose Havering and carry out their roles in line with the organisation's values and behaviours. Everyone is confident to give feedback on both positive and negative behaviours. Our culture is one of inclusion, collaboration, innovation and creativity, where our people are curious and take personal responsibility to fulfil their potential. To become a learning organisation with innovation at its heart.	• Launch and fully embed the organisational ICARE values and behaviours • Refresh our 'Ways of Working' • Review of our 'Organisation Change' design principles • Design a Talent Management Strategy
Leading our workforce	We have forward thinking, inspirational, capable and effective leaders and managers at all levels. Decisions are made as close to the service user as possible. High performing teams have the authority they need to make the right decisions, quickly. We plan for the future, and we do it well.	• Fully embed Mentoring Programme • Launch and fully embed PDR framework 2025/2026 • Launch and fully embed Corporate Mandatory Training • Design Corporate Workforce Strategy 2027-2030 • Develop our information systems and workforce data through the design and implementation of the 'Digital Strategy'
Developing our workforce	Our people have the skills and capabilities needed to perform their roles and build on their potential. Everyone takes ownership of their personal development. We have career and development pathways for everyone.	• Design, develop and launch Career Pathways • Launch Workforce/Succession Planning Framework • Increase apprenticeship opportunities (Including Care Leaver Apprenticeships) • Improve digital inclusion through the design and implementation of the 'Digital Strategy'
Treating our workforce fairly with kindness and respect	We celebrate diversity and our workforce is representative of Havering's communities. We lead an anti-discrimination, anti-racist organisation, committed to stand together to tackle harassment and abuse in the workplace. Our people feel free to speak up and are comfortable bringing their 'whole self' to work.	• Design, develop and embed the EDI workforce plan. including reporting requirements on Diversity Pay Gap • Design, develop and embed the Total Reward Strategy (including remuneration, benefits, job evaluation,

		contracts and collective agreement review) • Compliance with employee relations legal and risk management framework
Supporting our workforce	**Our people are safe, healthy and well in their mental and physical wellbeing.** **We value our people, provide appropriate support and recognise their contribution.** **We listen to our people and treat them well and equitably, whatever their role or where they work.** **Our people are proud to work here.**	• Develop HR Policies and Processes in-line with Employment Rights Bill and significant changes to legislation 2025/26 and beyond • Implementation of new Occupational Health and EAP provider and ongoing workplace Wellbeing solutions • HR&OD transformation

Everyone has equality of access to opportunities, progression and development.

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Themed Strategic Action Plans

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

Note:

There will be dependencies upon additional budget/resources being made available to deliver the actions below, there is no current Corporate Workforce Strategy budget investment for 2025/26.

Theme 1	Our organisational design, culture, values and behaviours

We will

Year 3: Foundation and Initial Implementation	Year 4: Implementation, Monitoring, and Continuous Improvement
Launch and fully embed the Organisational ICARE Values and Behaviours • Develop an internal communication strategy to launch the values, including email campaigns, and intranet resources. • Create an ICARE ambassador program to identify and train champions within each service area. • Incorporate ICARE values into On-boarding processes. • Update performance review frameworks to align with ICARE behaviours. • Introduce recognition programs to reward employees demonstrating ICARE values.	**ICARE Values and Behaviours Culture:** • Continue to embed ICARE values into all organisational processes, including recruitment, promotions, and decision-making. • Extend ICARE ambassador program to additional service areas to ensure full coverage. • Regularly assess the impact of ICARE values on employee engagement and organisational culture (via pulse surveys and focus groups). • Introduce an annual ICARE awards program to celebrate employees who exemplify the values.
Refresh our 'Ways of Working' • Refresh current policy and guidance against industry best practices for hybrid, remote, and in-office working models. • Launch refreshed 'Ways of Working' policy and guidance. • Refresh staff working style profiling	**Embed our 'Ways of Working'** • Continue to provide training and resources to help employees adapt to the changes. • Adjust policies as needed to respond to evolving needs (e.g., technology upgrades or changes in work trends).
Review of our 'Organisation Change' Design Principles • Review our current Organisational Change Design Principles and identify gaps or outdated practices. • Draft updated Organisational Change Design Principles. • Test these principles on small-scale, on-going change initiatives to evaluate effectiveness.	**Launch of our 'Organisation Change' Design Principles** • Provide change management training for leaders and project managers. • Monitor the application of the principles in organisational programmes and projects. • Establish a feedback loop with managers and staff to refine the principles on an ongoing basis.
Design a Talent Management Strategy • Conduct a Talent audit to identify key skills, competencies, and gaps within the workforce.	**Embed a Talent Management Strategy** • Refresh the Talent Management Strategy based on feedback from Year 3.

• Benchmark against industry talent management strategies. • Develop the framework for the Talent Management strategy, covering recruitment, development, retention, and succession. • Present the draft to leadership for feedback and revisions. • Launch the Council Talent Management Strategy.	• Communicate the strategy. • Regularly review the effectiveness of the strategy through metrics like retention rates, internal promotions, and employee feedback. • Adjust the strategy as necessary to align with evolving organisational needs.

Key Success Factors

Leadership Buy-In: Senior leaders are actively accountable in all initiatives to drive alignment and accountability.

Clear Communication: Maintain consistent and transparent communication with employees throughout the process to build ongoing engagement.

Feedback and Flexibility: Regularly collect feedback and adapt plans based on the needs of employees and the organisation.

Measures of Impact

ICARE Values and Behaviours:
- **Launch Values**: Communicate and train ambassadors.
- **Onboarding**: Include ICARE values in onboarding.
- **Performance Reviews**: Align reviews with ICARE behaviours.
- **Recognition**: Reward employees who demonstrate ICARE values.

Ways of Working:
- **Refresh Policies**: Update policies for different working models.
- **Launch Guidance**: Implement new 'Ways of Working' policy.
- **Profile Staff**: Update staff working style profiles.

Organisation Change Design Principles:
- **Review Principles**: Identify gaps in current principles.
- **Update Principles**: Draft and test new principles.

Talent Management Strategy:
- **Talent Audit**: Identify key skills and gaps.
- **Benchmark**: Compare with industry strategies.
- **Develop Framework**: Create a talent strategy.
- **Launch Strategy**: Present and implement the strategy.

Implementation and Monitoring:
- **Embed ICARE Values**: Continue embedding values and assess impact.

	16	**Ways of Working**: Provide training and adjust policies. **Organisation Change**: Train leaders and refine principles. **Talent Management**: Refresh and communicate the strategy, review effectiveness, and adjust as needed.

Theme 2	Leading our workforce

We will

Year 3: Foundation and Initial Implementation	Year 4: Implementation, Monitoring, and Continuous Improvement
Embed our Mentoring Programme • Identify organisational goals for the mentoring program (e.g., leadership development, knowledge sharing, diversity and inclusion). • Provide training for mentors on effective mentoring practices. • Collect feedback from the pilot participants. • Use lessons learned to refine the program design. • Develop a communication plan to encourage broader participation in Year 4. **Launch and fully embed PDR Framework 2025/2026** • Review the existing PDR (Performance Development and Review) framework to identify gaps and areas for improvement. • Align the new framework with organisational goals, values, and behaviours. • Provide training for managers and staff on how to use the framework effectively. **Launch and fully embed Corporate Mandatory Training** • Assess existing corporate training programs and identify gaps. • Partner with internal subject matter experts or external providers to create engaging and impactful training content. • Launch corporate mandatory training organisation-wide, ensuring all employees are enrolled in the relevant modules. • Set compliance deadlines for completion. **Draft/design a new Corporate Workforce Strategy 2027-2030** • Conduct a comprehensive workforce audit (CIPD) to understand current skills, gaps, and future needs. • Analyse and research industry trends and projections to inform long-term workforce requirements.	**Continuously improve our Mentoring Programme** • Expand the mentoring program organisation-wide. • Actively promote the program and provide resources for mentors and mentees. • Gather feedback and make adjustments as needed for continuous improvement. • Introduce a recognition program for successful mentoring relationships. **Launch and fully embed PDR Framework 2026/2027** • Fully implement any revisions to the PDR framework across all teams. • Provide ongoing training for managers and staff on using the framework effectively. • Make iterative improvements to ensure alignment with organisational needs. **Continuously improve our Corporate Mandatory Training** • Track completion rates for mandatory training and follow up with employees who have not completed their modules. • Address any technical or accessibility issues to improve participation. • Regularly assess the effectiveness of the training (e.g., through quizzes, feedback forms). • Update training content to reflect changes in regulations or organisational priorities. **Design a new Corporate Workforce Strategy 2027-2030** • Finalise the strategy design based on feedback from Year 3. • Engage key stakeholders to define priorities for the strategy (e.g., reskilling, diversity, technology adoption).

- Start to develop a new strategy with clear goals, timelines, and accountability mechanisms.

Evolvement of HR Information Systems and Workforce Data through the Digital Strategy
- Conduct a HR audit of existing information systems and workforce data processes.
- Identify HR gaps, inefficiencies, and opportunities for improvement.
- Design the HR Digital Roadmap, outlining phases of implementation.
- Prioritise quick wins (e.g., automation of manual processes, data visualisation tools).

Continuous Improvement of HR Information Systems and Workforce Data through the Digital Strategy
- Roll out initial improvements to information systems, focusing on quick wins identified in Year 3.
- Evaluate the impact of implemented changes on data accuracy, accessibility, and decision-making.
- Begin planning for the next phase of the HR Digital Journey (e.g., advanced analytics, AI integration).

Key Success Factors

Engagement and Communication: Regularly update employees on progress and ensure they understand the value of these initiatives.

Leadership Involvement: Buy-in and active participation from leadership to drive adoption.

Data-Driven Decision-Making: Use metrics and feedback to measure success and guide adjustments.

Flexibility: Be prepared to adapt plans based on changing organisational needs or external factors.

Measures of Impact

Mentoring Programme:
- **Goals**: Set goals for the mentoring program.
- **Training**: Train mentors on effective practices.
- **Feedback**: Collect feedback from pilot participants.
- **Refine**: Use feedback to improve the program.
- **Communication**: Develop a plan to encourage participation.

PDR Framework:
- **Review**: Identify gaps in the existing PDR framework.
- **Align**: Ensure the new framework aligns with organisational goals.
- **Training**: Train managers and staff on the new framework.

Corporate Mandatory Training:
- **Assess**: Identify gaps in existing training programs.
- **Create Content**: Partner with experts to develop training content.
- **Launch**: Implement mandatory training organisation-wide.
- **Compliance**: Set deadlines for training completion.

Corporate Workforce Strategy:
- **Audit**: Conduct a workforce audit to identify skills and gaps.

- **Research**: Analyse industry trends to inform long-term needs.
- **Draft Strategy**: Develop a draft workforce strategy with clear goals.

HR Information Systems:
- **Audit**: Review existing HR information systems.
- **Identify Gaps**: Find inefficiencies and opportunities for improvement.
- **Design Roadmap**: Create a digital roadmap with phases of implementation.
- **Quick Wins**: Prioritise quick improvements like automation.

Implementation and Monitoring:
- **Mentoring Programme**: Expand and promote the mentoring program.
- **PDR Framework**: Fully implement the PDR framework and provide ongoing training.
- **Corporate Training**: Track completion rates and update training content.
- **Workforce Strategy**: Finalise the strategy and engage stakeholders.
- **HR Systems**: Roll out improvements and plan for advanced analytics.

We will

Year 3: Foundation and Initial Implementation

Design and develop Career Pathways

- Conduct focus groups and surveys to understand employees' career aspirations and current challenges.
- Benchmark career pathway frameworks from similar organisations or industries.
- Collaborate with leadership to identify key roles, progression opportunities, and critical competencies.
- Map out career pathways for each service or job family, defining progression routes, required skills, and training opportunities.
- Align career pathways with organisational goals and values.
- Develop resources such as career maps, self-assessment tools, and guides for employees and managers.
- Pilot the framework with a select group of employees and gather feedback to refine the approach.

Design and develop Workforce/Succession Planning Framework

- Identify critical roles, skills gaps, and areas with high turnover or retirement risk.
- Collaborate with leadership to define a framework for workforce and succession planning, including criteria for identifying high-potential employees.
- Outline processes for talent reviews, development plans, and succession pipelines.
- Pilot the framework with a focus on critical roles and leadership positions.
- Provide training for managers on how to use the framework effectively.

Increase apprenticeship opportunities (Including Care Leaver Apprenticeships)

- Review existing apprenticeship programs and identify gaps or areas for expansion.
- Engage with external providers, educational institutions, and government initiatives to explore partnership opportunities.
- Set goals for apprenticeship placements, focusing on areas with skill shortages or high growth potential.

Year 4: Implementation, Monitoring, and Continuous Improvement

Launch Career Pathways

- Launch the Career Pathways Framework across the organisation.
- Provide training for managers on how to use career pathways to support employee development.
- Gather feedback from employees and managers on the usability and effectiveness of the framework.
- Adjust pathways as needed to reflect changes in organisational priorities or roles.
- Highlight success stories to encourage participation and engagement.

Launch Workforce/Succession Planning Framework

- Fully implement the framework.
- Track metrics such as internal promotions, retention rates, and leadership pipeline strength.
- Expand the framework to include emerging roles and skills as needed.

Continue to increase and promote apprenticeship opportunities (Including Care Leaver Apprenticeships)

- Build on the success of Year 3 by increasing the number of apprenticeship placements.
- Track the progress and satisfaction of current apprentices, using their feedback to improve program design.
- Promote the success of the apprenticeship programs internally and externally to attract more candidates.
- Work with managers to create pathways for apprentices to transition into permanent roles.

Improve Digital Inclusion through the implementation of the Digital Strategy

- Roll out digital skills training programs to all employees, starting with teams or individuals identified as needing the most support.

• Promote the apprenticeship opportunities through job fairs, community events, and partnerships with schools/colleges. **Support the improvement of Digital Inclusion through the design and implementation of the Digital Strategy** • Identify barriers to digital inclusion (e.g., lack of training, outdated tools, accessibility issues). • Develop partnerships with IT and external providers to support digital inclusion initiatives. • Create programs to improve digital skills, such as workshops, e-learning modules, or mentoring. • Develop policies to ensure equitable access to digital tools and resources	• Continuously update training content to reflect new tools or systems introduced through the digital strategy. • Address any remaining barriers to digital inclusion, such as accessibility for employees with disabilities.

Key Success Factors **Stakeholder Engagement:** Involve employees, managers, and leadership in the design and implementation of these initiatives to ensure alignment and buy-in. **Measurable Goals:** Establish clear, measurable objectives for each focus area, and track progress regularly. **Continuous Feedback:** Create feedback loops to ensure initiatives remain relevant and effective. **Communication:** Regularly communicate progress, celebrate successes, and share updates to maintain momentum.	**Measures of Impact** **Career Pathways**: • **Understand aspirations**: Conduct focus groups and surveys to learn about employees' career goals and challenges. • **Benchmark**: Compare career pathways with similar organizations. • **Identify key roles**: Work with leadership to map out key roles and progression opportunities. • **Create resources**: Develop career maps and guides for employees and managers. • **Pilot and refine**: Test the framework with a small group and gather feedback. **Workforce/Succession Planning**: • **Identify critical roles**: Find roles with high turnover or retirement risk. • **Define framework**: Collaborate with leadership to create a Workforce/Succession Planning Framework. • **Pilot and train**: Test the framework and provide training for managers. **Increase apprenticeship opportunities (Including Care Leaver Apprenticeships)**:

- **Review Programs**: Assess current apprenticeship programs and identify gaps.
- **Engage partners**: Work with external providers and educational institutions.
- **Set goals**: Establish targets for apprenticeship placements.
- **Promote opportunities**: Advertise apprenticeships through job fairs and community events.

Digital Inclusion:
- **Identify barriers**: Find obstacles to digital inclusion.
- **Develop partnerships**: Collaborate with IT and external providers.
- **Create programs**: Offer digital skills training and ensure equitable access to tools.

Implementation and monitoring:
- **Launch Career Pathways**: Roll out the Career Pathways Framework and gather feedback.
- **Implement Succession Planning**: Fully implement the Workforce/Succession Planning Framework and track metrics.
- **Increase apprenticeships**: Expand apprenticeship placements and track progress.
- **Improve Digital Inclusion**: Roll out digital skills training and address remaining barriers.

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Theme 4	Treating our workforce fairly with kindness and respect

We will

Year 3: Foundation and Initial Implementation

Design and develop the EDI Workforce Plan (including Reporting Requirements on Diversity Pay Gap)
- Conduct an organisational audit to assess the current state of equity, diversity, and inclusion (EDI) in the workforce.
- Identify gaps in representation, pay equity, and inclusion practices.
- Define measurable goals for the EDI Workforce Plan, including specific targets for diversity pay gap reporting
- Establish a framework for collecting and analysing diversity pay gap data.
- Pilot EDI initiatives.
- Develop training programs for managers and employees to promote inclusive practices.
- Collect feedback and refine the plan based on pilot results.

Design and develop the Total Reward Strategy
- Conduct a comprehensive review of current remuneration, benefits, job evaluation, and contracts.
- Benchmark against industry standards to identify gaps and opportunities for improvement.
- Collaborate with leadership to define the objectives of the strategy,
- Include considerations for collective agreement reviews and alignment with organisational values.
- Design the strategy, incorporating feedback.

Design and develop an Employee Relations Legal Compliance and Risk Management Framework
- Review current employee relations policies and practices to identify gaps in legal compliance and risk management.
- Collaborate with legal to design a framework for managing employee relations risks.
- Include processes for identifying, assessing, and mitigating risks, as well as mechanisms for monitoring compliance.

Year 4: Implementation, Monitoring, and Continuous Improvement

Embed the EDI Workforce Plan (including Reporting Requirements on Diversity Pay Gap)
- Launch the EDI workforce plan organisation-wide.
- Use metrics and feedback to assess the impact of the EDI initiatives on workforce diversity and inclusion.
- Adjust the plan as needed to address emerging challenges or opportunities.
- Publish annual diversity pay gap reports to demonstrate transparency and progress.

Embed the Total Reward Strategy
- Fully implement the strategy.
- Use feedback from employees and managers to make iterative improvements.
- Conduct periodic reviews to ensure the strategy remains competitive and aligned with organisational priorities.

Embed Employee Relations Legal Compliance and Risk Management Framework
- Establish clear processes for reporting and addressing employee relations issues.
- Update policies and training programs to reflect changes in regulations or organisational needs.
- Conduct annual compliance audits to ensure the framework remains effective and up-to-date.

• Provide training for managers and HR staff on legal compliance and risk management best practices.	

Key Success Factors

Stakeholder Engagement: Involve employees, managers, and leadership in the design and implementation of these initiatives to ensure alignment and buy-in.

Data-Driven Decision-Making: Use metrics and analytics to measure progress and guide adjustments.

Clear Communication: Maintain transparency by regularly updating employees on progress and celebrating successes.

Continuous Improvement: Be prepared to adapt plans based on feedback, changing regulations, or evolving organisational needs.

Measures of Impact

EDI Workforce Plan:
- **Audit**: Assess the current state of EDI.
- **Identify Gaps**: Find gaps in representation and pay equity.
- **Set Goals**: Define measurable goals and create a framework for diversity pay gap data.
- **Pilot Initiatives**: Test EDI initiatives and provide training.
- **Refine Plan**: Collect feedback and make improvements.

Total Reward Strategy:
- **Review**: Examine current pay, benefits, and contracts.
- **Benchmark**: Compare with industry standards.
- **Set Objectives**: Define goals and design the strategy with leadership.
- **Incorporate Feedback**: Use feedback to refine the strategy.

Employee Relations Compliance:
- **Review Policies**: Check current policies for legal compliance.
- **Design Framework**: Create a risk management framework with legal input.
- **Training**: Train staff on compliance and risk management.

Implementation and Monitoring:
- **Launch EDI Plan**: Implement the EDI plan and measure its impact.
- **Implement Total Reward Strategy**: Roll out the strategy and use feedback for improvements.
- **Compliance Framework**: Set up processes for reporting issues and conduct annual audits.

Theme 5	Supporting our workforce

We will

Year 3: Foundation and Initial Implementation	Year 4: Implementation, Monitoring, and Continuous Improvement
Policy and Process development in line with Employment Rights Bill and significant changes to legislation (2025/26 and beyond) • Conduct a comprehensive review of the Employment Rights Bill and other significant legislative changes expected in 2025/26. • Identify gaps in current policies and processes that need to be addressed to ensure compliance. • Prioritise areas such as employee rights, working conditions, and dispute resolution mechanisms. • Engage leadership and managers on the updated policies • Develop and deliver training programs	**Policy and Process development in line with Employment Rights Bill and significant changes to legislation (2025/26 and beyond)** • Roll out updated policies and processes council-wide. • Ensure all staff are informed of the changes through clear communication and training sessions. • Establish mechanisms to monitor compliance with the new policies and processes. • Stay updated on any additional legislative changes and adjust policies as needed.
Occupational Health and EAP Provider Change/Implementation and ongoing Workplace Wellbeing Solutions • Conduct employee surveys to identify gaps in workplace wellbeing solutions. • Transition to the new Occupational Health & EAP provider, ensuring minimal disruption to staff. • Communicate the changes to staff and provide resources to help them access the new services.	**Occupational Health and EAP Provider Change/Implementation and ongoing Workplace Wellbeing Solutions** • Regularly review the performance of the new Occupational Health and EAP provider. • Collect employee feedback to assess satisfaction and identify areas for improvement. • Introduce additional workplace wellbeing initiatives. • Track the impact of these initiatives on staff engagement and productivity.
HR & OD Transformation • Conduct a comprehensive review of current HR & OD practices (CIPD). • Prioritise initiatives such as process automation, leadership development, and culture change. • Pilot key initiatives, such as new HR technologies or leadership development programs. • Gather feedback and refine the initiatives based on pilot results.	**HR & OD Transformation** • Fully implement the HR & OD transformation initiatives across the Council. • Provide training and resources to help staff and managers adapt to the changes. • Continuously refine initiatives based on feedback and changing organisational needs. • Highlight success stories to build momentum and encourage buy-in from employees.

Key Success Factors

Stakeholder Engagement: Involve employees, managers, and leadership in the design and implementation of these initiatives to ensure alignment and buy-in.

Clear Communication: Maintain transparency by regularly updating employees on progress and celebrating successes.

Data-Driven Decision-Making: Use metrics and analytics to measure progress and guide adjustments.

Continuous Improvement: Be prepared to adapt plans based on feedback, changing regulations, or evolving organisational needs.

Measures of Impact

Policy and Process Development:

- Compliance: Track the percentage of updated policies and processes.
- Training: Measure the number of employees trained on new policies.

Occupational Health and EAP Provider **Change:**

- Satisfaction: Survey employee satisfaction with the new provider.
- Usage: Monitor how often employees use the new services.

HR & OD Transformation:

- Efficiency: Measure time and resource savings from improved processes.
- Leadership: Track participation in leadership development programs.

Workplace Wellbeing Solutions:

- Impact: Assess the effect of wellbeing initiatives on engagement and productivity.
- Provider Performance: Review the new provider's performance regularly.

Continuous Improvement:

- Feedback: Track the number of implemented suggestions and their impact.
- Success Stories: Share positive outcomes to encourage employee buy-in.