HDC Workforce Strategy Action Plan

We are pleased to present the HDC Workforce Strategy Action Plan. This plan outlines the proposed action items for the HDC Workforce Strategy, organised by the identified pillars to address the workforce-related challenges and opportunities identified during our engagement sessions.

Key Points

Draft Status: This is a draft document we wanted to provide this as soon as possible to give you early insight into the work to be delivered.

Prioritisation, Resources, and Dependencies: The current action items are based on the feedback from the engagement sessions. However, we still need to prioritise these items, identify the necessary resources, and map out any dependencies between them.

Ongoing Actions: There are several actions that we can and are already undertaking. We will work to expedite these initiatives as part of the overall strategy.

Pillar	Theme	Activity	Resources required	Estimated Timeframe
Attraction and Retention	Create an employee value proposition (EVP)	Understanding what is HDC's EVP. Then building on this and embedding it across the organisation.	SLT, Members, HR, Comms, Managers, Rep Groups, employees	3-5 years
		Internal branding - have a consistent brand and message.		
		External branding - who do we sell to candidates.		
		Work to make employee HDC brand ambassadors.		

Attraction and Retention	Careers website	Create an updated careers website to ensure it is fit for purpose and attracts new candidates.	HR, ICT, and comms	Complete
Attraction and Retention	Online Presence	Build a stronger HDC online presence to show potential applicants what it is like here. Make use of social media channels.	HR, Comms, employees	12 months
Attraction and Retention	Attend employer events	Attend jobs fairs or schools/college careers to showcase our roles and opportunities. Raising HDC's profile.	HR, managers, employees	6 months
Attraction and Retention	Targeted recruitment	For specific roles look at specialist job boards or publications. Use talent sourcing.	HR, hiring managers	6 months
Attraction and Retention	Talent pools	Look to engage with groups that widen the normal talent pools. E.g., ex-offenders, armed forces leavers.	HR, SLT, Hiring manager	2 years
Attraction and Retention	Consider Staff referral programme	Explore the opportunity and benefit of launching a staff referral scheme.	HR	3 months

Attraction and Retention	Candidate assessment days	Review opportunities to hold assessment days for candidates. Allowing for more in-depth assessment of candidates.	HR, hiring managers	no fixed timeline
Attraction and Retention	Application form review	Review the current application form to ensure it is comparable to competitors and is easy to navigate and accessible.	HR	3 months
Attraction and Retention	Hiring time frame review	Review the timeframe from advert to offer and understand if there are opportunities to reduce this timeframe.	HR, hiring managers	On-going no fixed timeline
Attraction and Retention	Onboarding and induction	Ensuring face to face inductions for all new starters, and not just a day one event. Have an induction plan in place. Gather feedback from new starters.	HR, Hiring managers, teams	12-18 months

Attraction and Retention	Broader organisational induction	Allowing new starters to be inducted to HDC not just the specific team they work in through events such as the directors welcome. This should include political awareness information.	HR	On-going no fixed timeline
Attraction and Retention	Buddy programme for new starters	Ensure all new starters have a "buddy" who is not their line manager to allow them to have an alternative point of contact.	HR, hiring managers	Complete
Attraction and Retention	Succession planning and career development	Create a succession planning tool, to allow for "talent" to be spotted and trained.	HR, SLT, Managers	6 months
		Have opportunities for employees to undertake training in alternative areas to allow for development.		
Attraction and Retention	Mentoring and coaching	Create a cohort of mentors and coaches to supporting a development culture. This will require training for mentors.	HR, SLT, Managers, Employees	3 years
Engagement		Create shadowing programme for those looking for internal progression.		
Attraction and Retention	Facilitate communities of practice	Facilitate groups of employees with shared	Employees, Rep Groups, HR	6-12 months

		interest to connect and collaborate.		
Attraction and Retention	Learning and Development	Ensuring mandatory training is accessible to all.	HR	6-12 months
		Seek opportunities to offer life skills such as ESOL.		
Engagement		Training programme for managers.		
		Provide access or guidance to IT training.		
		Offer opportunities for employees to access CPD. and professional development opportunities.		
Attraction and Retention	Equality, Diversity & inclusion (ED&I)	Highlight our commitment to ED&I.	HR, Comms, employees	12 months
Engagement		Facilitate employee networking groups.		
Well-being				
Attraction and Retention	Celebrating success	Establish a culture of recognition.	Employees, Rep Groups, HR, Comms, Managers, SLT	2 years
Engagement		Celebrating achievement both internally and externally.		
		Verbal gratitude is a key factor.		
Well-being		Encouraging staff to recognise their peers.		

Attraction and Retention	Pay & Reward	Review of the current pay structure to ensure it is fit for purpose. Consideration to be given performance related pay.	SLT, Members, HR, Comms, Reps Groups, Manager	12 months
		Increment process reviewed and managed consistently.		
		Ensure current pay structure is understood.		
Attraction and Retention	Financial education	Offer financial education programmes to staff.	SLT, Reps Groups, HR	3 months
Well-being				
Attraction and Retention	Employee Assistance programme	Ensure benefits of the EAP are communicated to employees.	HR, Comms, Procurement	4 months
Well-being		Make sure service is fit for purpose and covers all areas needed including financial advice.		
Attraction and Retention	Reward	Review current reward offer with Vivup and advertise further.	HR, SLT, Comms, Reps Groups	Ongoing no fixed timeline
		Look at other rewards that could be offered such as e-vehicles, payroll savings, health cash plans.		

Attraction and Retention	Retirement planning	Offer retirement planning support	HR, comms	Complete
Attraction and Retention	Healthcare	Offer healthcare insurance	HR, SLT, partners, Comms	6 months
		Review any support from partners		
Attraction and Retention	Work life balance	Continue to offer work life balance, look to see if any other options could be given	HR, SLT, Rep Groups, Manager	On-going no fixed timeline
Engagement		Consider any alternative policies that can be in place to support work life balance		
Well-being				
Attraction and Retention	Clear Employment policies	Ensure that polices are up to date and in line with best practice	HR, SLT, Rep Groups, Manager	On-going no fixed timeline
Engagement		Ensure consistent application of policies across the whole of HDC		
Well-being		Provide policy training to managers		

Attraction and Retention	Family friendly policies	Review offers in family friendly policies to see if they can be further enhanced	HR, SLT, Rep Groups, Manager	3-6 months
Attraction and Retention	Staff support groups	Facilitate groups of employees with shared experiences to connect and offer support	Employees	12 months
Attraction and Retention	Family-Friendly events	Explore family friendly events to allow employees to involve their families in work	SLT, HR, Comms, Reps groups, employees	12 months
Engagement	Have clear objectives at all levels	Ensure that all staff understand the objectives of the council and how they fit into those objectives	SLT, HR, Comms, Reps groups, Managers, employees	12 months
Engagement	Communication	Ensure that communication is effective to all areas of the council	SLT, HR, Comms, Rep Groups, Managers, Employees	On-going no fixed timeline
		Review of management team meeting to ensure correct audience and messaging		
		Review of quarterly staff briefings to ensure they reach the widest possible audience and give appropriate information. Including guest speakers on relevant topics		

		Review of current comms for effectiveness and reach		
		Encourage 2-way feedback		
		Explore active listening training for managers		
		Open door policy - more access to SLT for those not at Pathfinder House		
		Ensure regular feedback to check that messages are reaching all audiences		
Engagement	ICT access	Review how to ensure all staff can access IT systems	SLT, ICT, HR, Rep Groups	3 months
Engagement	Team management	Schedule regular team meetings in the most appropriate form for team	SLT, HR, Managers	6-12 months
		Regular one to ones for all staff - appropriate to the role and employees career aspirations		
		Promote teamwork and collaboration, not only in own service but across the council		
Engagement	Continuous Improvement culture	Establish a culture of continuous improvement and questioning the norm	SLT, HR, Manager, Rep Groups, Employees	2-3 years
Engagement	iCare Values	Work to embed the values	SLT, HR, Manager, Rep	12-18 months

		Communicate the purpose	Groups, Employees	
		Offer further training		
		Bring the values to life		
		Updated iCare values video		
		Continue and look to expand iCare awards		
Engagement	Long Service Awards	Review current long service award offer and based on best practice expand to consider other lengths of service	SLT, HR, Reps Groups, Employees	6 months
Engagement / Well-being	Hybrid working	Establish clear hybrid working guidance for the council	SLT, HR, Reps Groups, Managers, Employees	6 months
Well-being	Create a Well-being strategy	Assess the requirement of the council	SLT, HR, Reps Groups, Managers, Employees	12-18 months
		Consider Mental, physical, and emotional well-being		
		Consider workplace social well-being		
		Consider financial well-being		
		Explore and embed workplace well-being champions		
		Consider obtaining workplace well-being charter accreditation		
		Create a well-being awareness calendar		
		Provide well-being education		

Well-being	Employee Handbook	Ensure all employees have access to the employee handbook as a source of information and support	Managers, Employees, HR	3 months
Well-being	Workplace adjustments	Create an adjustment passport for those with alternative needs in the workplace	Managers, Employees, HR	Complete
Well-being	Mental Health first aid	Raise awareness	SLT, Managers, HR, employees, MHFA's, Rep Groups	6-12 months
		Provide resources to support mental well-being		
		Train managers in skills of spotting and supporting people with mental health issues		
		Raise profile of MHFA's		
		Recognises MHFA's and offer support to them		
Well-being	Sickness Absence	Ensure all managers are trained on the policy	HR, Managers, Rep Groups	Ongoing no fixed timeline
		Monitor return to work forms for completion and detail		
		Upskill managers in support services		
Well-being	Social well-being	Foster a culture of inclusivity	SLT, HR, Managers, Rep	18-24 months

		Peer networking groups	Groups, Employees	
		Team building activates		
		Social responsibility initiatives such as volunteering days		
		Opportunities/time to donate blood during working hours		
		Team "social" events		
Attraction and Retention Well-being	Use of Technology	Working with AI to enhance activity in the workplace	SLT, HR, Managers, Employees, ICT	TBC based on ICT timelines
Well-being	Dedicated personal time	Consider the implementation of a permitted well-being/personal development hour	SLT, HR, Rep Groups	6-12 months
Well-being	Social Committee	Form a social committee who will lead on social events for the council from book groups and sports teams to family days	Employees	12 months
Well-being	Gym memberships	Consider expanding one leisure discounted membership to family membership too	SLT, OL Management, HR	3 months
		Explore if discounts to other gyms may be beneficial		
Well-being	Recreation facilities	Consider pool tables/games consoles etc	SLT, Finance, Managers, HR	3-6 months

		Offer mindfulness/yoga/meditation sessions		