

## Notice of Meeting

### Employment Committee – Advisory Meeting

Councillor Leake (Chairman),  
Councillor Allen (Vice-Chairman),  
Councillors Angell, Bhandari, Dudley, Neil, Porter, Tullett and Wade

Councillor Heydon, Non-Voting Member

**Wednesday 7 July 2021, 6.00 pm**

**Online Only – Via MST**



### Agenda

*Recommendations arising from this meeting will be considered in accordance with the delegations approved by Council on 28 April 2021.*

Item	Description	Page
1.	<b>Apologies</b>	
	To receive apologies for absence and to note the attendance of any substitute members.	
2.	<b>Declarations of Interest</b>	
	<p>Members are asked to declare any disclosable pecuniary or affected interests in respect of any matter to be considered at this meeting.</p> <p>Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.</p> <p>Any Member with an affected Interest in a matter must disclose the interest to the meeting. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.</p>	
3.	<b>Minutes from previous meeting</b>	3 - 12
	To approve as a correct record the minutes of the meetings of the Committee held on 4 and 10 February 2021 and the Annual meeting of the Committee held on 28 April 2021.	
4.	<b>Urgent Items of Business</b>	
	Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.	
5.	<b>Update from the Chairman of the Local Joint Committee</b>	

### **EMERGENCY EVACUATION INSTRUCTIONS**

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	A verbal update from the Chairman of the Local Joint Committee.	
6.	<b>Minutes of Sub Groups</b>	13 - 14
	The Committee is asked to note the minutes of the Local Joint Committee held on 10 February 2021.	
7.	<b>Workforce and Organisational Development Strategy 2021 - 2024</b>	15 - 22
	To receive an overview on the Workforce and Organisational Development Strategy 2021 - 2024 <b>Reporting:</b> Paul Young	

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Published: 29 June 2021

### **EMERGENCY EVACUATION INSTRUCTIONS**

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**EMPLOYMENT COMMITTEE  
4 FEBRUARY 2021  
6.00 - 7.30 PM**

**Present:**

Councillors Leake (Chairman), Allen (Vice-Chairman), Angell, Bhandari, Dudley, Neil, Porter, Tullett and Wade

**Non-Voting Co-optee Present:**

Councillors Heydon

**13. Declarations of Interest**

There were no declarations of interest.

**14. Urgent Items of Business**

There were no urgent items of business.

**15. Staff Retention**

The Director: Resources presented a report to the Committee outlining the options for staff retention initiatives for their consideration, which would inform the final 2021/22 budget proposals which would be considered by the Executive and Council later this month.

In November 2020, the Council published its draft budget proposals, prior to the Government announcing the Local Government Settlement Scheme. The Provisional Local Government Finance Settlement was announced just before Christmas and proved to be relatively generous, this included an extension of one-off specific grants to help mitigate Covid-related costs into 2021/22 was announced. Most significantly for Bracknell Forest, the New Homes Bonus grant was continued in 2021/22, which coincided with the period of fastest housing growth in the borough since the creation of the new town. Due to these changes, the Council had some unexpected one-off financial flexibility in 2021/2 and proposals to use this on a range of measures to support the Borough's recovery from the impacts of Covid would be set out in a report to the Executive's meeting on 9 February 2021.

A pay freeze in 2021/22 had been announced by the Chancellor of the Exchequer in November 2020 as part of his Spending Round announcement, for most public sector employees, including those in local government, coupled with the presume of working from home, and the effect that this could have on staff and their mental health, it was believed that this was likely to make retention of staff over the next 12 – 18 months more difficult during a period when the Council needed to have access to the right skills and capacity to help the Borough and its residents recover from the impacts of the Covid pandemic. Senior Officers were already reporting that there was quick staff turn around already happening in a number of key areas.

The Committee were presented with a simple proposal for a 1% retention payment to staff, which was based on staff's base salaries, and excluded the Central

Management Team. The report detailed options surrounding who would receive the payment and when this should be paid. There were also options within the report and supplementary around further options that the Council may wish to undertake for a more targeted approach for a particular staff group should there be particular issues over the course of the year.

It was important for the Committee to note, that before those specific and targeted approaches were introduced, the Borough Solicitor had advised that they would be to be subject to an equality impact assessment due to the make up of the council's workforce.

The proposal for the retention payment did not require all the funding earmarked for the proposal, s it was at the Committees discretion to whether the recommended to the Executive that this be added to one of the other themes within the one of stimulus package or remained held by the Employment Committee to target any specific issues that may arise during 2021/22.

The Chief Executive emphasised to the Committee that the Central Management Team had been excluded for the proposals, so there was no self-interest. It was also stated that retaining an effective workforce was much easier and cheaper than recruiting a new one and the response of the council through the pandemic had been effective, and this had relied upon the staff that the council have. It was advised that the best scheme would be an easy scheme, one that was easily communicated so that a very positive message didn't get lost.

Arising from the Committees comments and questions, the following points were made:

- Retention was an ongoing issue and should be discussed at a future meeting in detail.
- The 1% was a one-off payment and did include a one of cost for employees' pension.
- The 1% increase was only for one year and wouldn't carry on the following year.
- Concerns were raised that jobs were being lost across the country, and that this could cause political outcry.
- It was acknowledged that a 1% payment would not make a difference for all staff, but for many it would have a significant impact.
- As it was a specific retention payment, it wouldn't be received every month and it would be up to the Committee to decide when that payment should be made.
- Concerns were raised about the message it was going to send out.
- It was not a compensation payment for people having working from home.
- Paragraph 5.8 gave a number of suggested options to the Committee.
- The reason for doing this what due to there being difficulties with recruitment and retention. With the new way of working, there was now competition nationally as well as locally, as you could be working from home but your work place could be located somewhere else in the country.
- The payment was not about thanking or rewarding staff.
- The situation of retention was not getting easier, it was being reported that staff were not staying for a significant period of time. This was particularly an issue in social care jobs.
- Those who were earning less than £24k were expected to receive a pay award, of £250 but the details surrounding this proposal had not yet been announced.

- Every decision needed to be taken individually, and the decision to issue the retention payment should be based on the Councils current position.
- Concerns were raised surrounding who should be in receipt of the 1% retention payment.
- It was assumed that some staff would still be on incremental payment bands.
- Concerns were raised about how residents may feel about the increase.
- It was recognised that this decision may be difficult for some Members.

Following the debate, the Chairman put the following motion to the Committee, which was seconded and voted on.

**RESOLVED** that subject to any restrictions of provision, that the Committee agreed in principle the retention payment, not exceeding 1%, be approved for distribution subject to any further decisions or comments the Committee may make.

The Committee then discussed the detail behind the retention payment, which was guided by paragraph 5.8 within the report.

Arising from the discussion, the following points were made:

- It was discussed whether a salary cut off should be introduced.
- The Borough Solicitors advice regarded equality impact assessments was more focused on specific groups, rather than the hierarchy of staff.
- Before the recommendation went to the Executive, this would be put forward to the Borough Solicitor to confirm whether there were equality issues.
- The staff that were difficult to retain was detailed in paragraph 5.12 of the report.
- The area with the biggest retention issue at present was social care, but there were already specific retention measures in place for these areas.
- A simple approach was recommended by the Chief Executive so that there were not ramifications from staff excluded from the scheme, which may be felt as a disincentive.
- Heads of service was a vulnerable area, which was in the 50k-80k salary range.
- The report stated that staff in employment from January 2021 would get the payment, but members argued that the pandemic had started in March 2020 and that staff who had been in employment from this point should be the one in receipt of it.
- Paragraph 5.8c was not a mistype within the report.
- The Chief Executive highlighted that staff that had joined after March 2020 had also been impacted by the pandemic and lockdown.
- It was important to note that this was not a thank you to staff payment.
- This payment was aimed to retain staff to continue services.
- It was suggested that a sliding scale be introduced.
- It was suggested that if staff had been in post a year before then you could qualify for the payment. ie May 2020 could qualify for the May 2021 payment.
- Members wished to ensure the staff did not feel annoyed if new staff who had not worked through the pandemic qualified for the payment.
- There were no overtime issues that would impact.
- It was asked whether a set payment had been looked at rather than a % payment, it was confirmed that this had not been considered.
- In regard to bottom loading – the Committee were reminded that the lower paid staff would be getting a separate national pay award.

- Members were unable to say exactly which officers had been impacted the most, and how their day job had been altered.
- If a flat rate was given, this would be approx. £350 per employee. Which would mean those on BFC grade F would be receiving approximately their 1%.
- It was felt that a 1% increase across the staff was a good team approach and would make it feel like all staff were in it together,
- It was important that the retention payment was inclusive.
- Rewarding to all staff would be fair and inclusive.
- Pro rata would be included.
- The figure allocated how allowed for not everyone being included.
- The Chief Executive suggested that the payment dates be December 2021 and May/June 2021. This would include the majority of staff if they had been working for the Council over the past 12 months.
- The 1% would be split over two payments.
- The Committee would leave the Officer to determine the two dates as it was an operational decision.
- There were very few golden hellos, these had been in the Legal service.
- The message regarding the organisation valuing the staff was a really important one.
- Concerns were raised that a small payment wouldn't necessarily keep an employer at the Council if they were intending to leave.
- It was important that staff thought they were being well looked after at BFC and that the grass may not be greener elsewhere.
- It was requested that a report be brought back to the Council on whether the payment had made a positive impact.
- The £50k remaining would be available for the Employment Committee to use on Employment matters over the next year.

**RESOLVED** that the 1% retention payment be given to all staff, apart from CMT, on a pro rata basis, in May/June 2021 and December 2021.

The Employment Committees recommendations would be given to the Executive Members for consideration as part of the Council's final 2021/22 budget proposals.

**CHAIRMAN**

**EMPLOYMENT COMMITTEE  
10 FEBRUARY 2021  
6.30 - 7.16 PM**



**Present:**

Councillors Leake (Chairman), Allen (Vice-Chairman), Angell, Bhandari, Dudley, Neil, Porter and Wade

**Non-Voting Co-optee Present:**

Councillor Heydon

**Apologies for absence were received from:**

Councillors Tullett

**16. Declarations of Interest**

There were no declarations of interest.

**17. Minutes from previous meeting**

**RESOLVED** that the minutes of the meeting held on 8 July 2020 be approved as a correct record and signed by the Chairman.

**18. Urgent Items of Business**

There were no urgent items of business.

**19. Update from the Chairman of the Local Joint Committee**

The Chairman update the Committee that Local Joint Committee had been held earlier in the afternoon and had covered the items that were on the Employment Committee agenda. There were no particular issues raised.

**20. Minutes of Sub Groups**

The minutes of the Local Joint Committee and the Education Employment Sub Committee held on 8 July 2020 were noted.

**21. Health & Safety Assessment Report**

Kevin Gibb, Executive Director: Delivery presented the Health & Safety Assessment report to the committee.

As required by any good employer the council had a duty of care under Health and Safety legislation for ensuring the wellbeing of staff. Due to the pandemic with the majority of staff having had to change their working environment and ways of working, the council was required to update everyone's risk assessments. For employees who used computers as part of their work a new Display Screen Assessments (DSE) had to be undertaken and for home and remote workers, risk assessments had been updated to reflect the increased time working away from the main offices. The assessments had allowed corporately to understand the issues employees faced whilst working from home, and to monitor staff's wellbeing.

There had been good compliance across the council in undertaking the assessments. Quite early on in the process it was realised that staff required proper desks, chairs and large screens at home, and a large exercise was undertaken with the facilities team and IT to ensure these items were delivered to staff at their homes.

A further challenge had been with the staff, due to the nature of their jobs, who were still going in and out of people's homes throughout the pandemic of vulnerable people, which had been a complex situation with the risk to staff needing to be managed closely. Work had been undertaken closely with Public Health England in regards to the negative effect Covid-19 had had with on the Black, Asian, and minority ethnic (BAME) communities.

It was expected that when government changed to return to office it would be very different, as it would need to be covid secure for a period of time and both home and office assessments may need to be updated. For those working in the community, the risk assessments may need to be updated once the vaccination programme picked up pace. It had been noted that the percentage of returns for the home working assessments in the People Directorate, but it was a working assumption that those were working in the community, but a further piece of work would be undertaken to ensure there was no gaps in the data.

**RESOLVED** that the Committee consider and endorse the next step identified in section 6 of the Executive Director: Delivery's report.

## 22. **Pay Policy Statement 2020-21**

Since 2012, and in accordance with the 2011 Localism Act, the Council was required to publish an annual Pay Statement which also aligned with the requirements of the Transparency Regulations.

The report had already been agreed by Council and required review from the Employment Committee.

**RESOLVED** that the the Pay Policy Statement for 2020/21 is endorsed.

## 23. **2nd Quarter - Wellbeing Check-In Survey Results**

The Director: Resources presented the 2nd Quarter - Wellbeing Check-In Survey Results.

This was the second survey that had been undertaken during the pandemic to get a sense of how staff were coping during the pandemic. The first had been undertaken in July 2020 and this one in October 2020. A further survey would be undertaken in March 2021.

The key findings of the survey were set out on page 73 of the agenda, a good response had been received on the survey of around 50%. As expected, staff were feeling more of an impact the longer the pandemic went on, in terms of their wellbeing, with many struggling to find a healthy work life balance. As a result of the findings, CMT had agreed some actions to look into the details of these findings.

Wider findings found that a large number of staff would be open to possibility of working more from home than in the office in the future which would open up opportunities for the use of Time Square and other buildings going forward. A report would be brought to Members in the future on these matters.

It was noted by the Committee that staff were finding it hard to switch off and maintain a positive work life balance.

Home schooling questions hadn't been included within the second survey as this had been undertaken in October prior to the second and third lockdowns. It was expected that this would be included within the March survey.

It was expected that staff wouldn't be back in the office within the next few months, so a decision surrounding Time Square wouldn't be taken in haste. Staff had been quite vocal in the last two surveys that whilst they wouldn't want to permanently be based at home, they would be open to working from home more regularly which staff had been able to do effectively for the past 9 months.

It was requested that a review on the critical aspects in relation to home working and the effect of home schooling be brought back to the Committee in the next 6 months.

The Committee noted the report.

#### 24. **Homeworking Policy**

Paul Young, Head of HR and Contracted Services presented the Homeworking Policy. It was reported that following the increase in homeworking as a result of the pandemic, a policy to address homeworking had been produced to formalise an increase in homeworking and to release the demand for the office space in Time Square.

As detailed in the wellbeing surveys a high number of staff had indicated that they would be more willing to work from home more than they had pre pandemic. It was important to note that this was different from the current working from home arrangements which were due to the pandemic, this would be a permanent change in staffs working arrangements going forward with contractual changes. One of these changes had been implemented then it was expected that staff would spend 80% of their time in their home working environment.

The service need was still the priority throughout the policy and where there was a need for an employee to be based in the office then there would be flexibility to work in the office or other council locations.

It was highlighted that there was an ongoing need for people to still come to the office, and particularly when there are new starters so they can be properly inducted in a team environment and meeting individuals face to face.

and the procedure for requests for extended homeworking. Some contracts of employment may need to be modified to align with the new homeworking policy and any individual that could not work from home were addressed in the policy.

**RESOLVED** that Bracknell Forest Homeworking Policy be approved.

#### 25. **Reform of Local Government Exit Pay**

The Director: Resources gave an overview on the Government's recent introduction of a cap on Public Sector exit payments.

Members would recall that the Exit Payment Cap (£95k cap) had been a topic of

Government discussion since 2015. There had been little movement on the details until they were reconsidered in 2019/2020, which had led to changes being officially passed by parliament in October 2020.

The Exit Payment cap introduced limits to the total exit package which was payable by Public Sector employers to £95,000. The Cap applied to the total amount paid to the employee, including the pension strain cost (capitalised cost) and notice periods in excess of three months but did not include the employer NI contributions.

Currently the Local Government Pension scheme regulations require that where an employee is over age 55 and is made redundant, their pension is automatically released. Due to the conflict RBWM, who administered the Berkshire Local Government Pension scheme and were currently unable to give clarity on payments to those who facing were currently facing redundancy. It was important to note that there was no current redundancy expected at Bracknell Forest.

There were currently test cases going on up and down the country which will hopefully bring clarity.

**RESOLVED** that

- i. the Employment Committee noted the contents of the report which provides and update on national changes affecting severance entitlements for local government employees.
- ii. the view of the Corporate Management Team be endorsed, that any significant restructure proposals be temporarily put on hold in the current financial year to ensure that individual employees are not adversely affected by the current uncertainty around exit cap implications for LGPS employees.

**26. Exclusion of Public and Press**

**RESOLVED** that pursuant to Section 100A of the Local Government Act 1972, as amended, and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of the following item which involves the likely disclosure of exempt information under the following category of Schedule 12A of that Act:

- (1) Information relating to any individual (Item 13).

**27. HR Policy - Organisational Change Protocol**

The Committee received a report which outlined a revised Organisational Change Protocol which had been reviewed as part of a wider policy review. This included consideration of salary protection arrangements currently in place and proposed changes to bring Bracknell Forest more in line with neighbouring authorities.

**RESOLVED** that the

- i. proposed revised Organisational Change policy is adopted.
- ii. changes to the salary protection arrangements are noted.

**CHAIRMAN**

**EMPLOYMENT COMMITTEE**  
**28 APRIL 2021**  
**7.57 - 7.58 PM**



**Present:**

Councillors Leake (Chair), Allen (Vice-Chair), Angell, Bhandari, Dudley, Neil, Porter, Tullett and Wade

**Also Present:**

Councillor Heydon

**1. Election of Chair**

**RESOLVED** that Councillor Leake be elected Chair of the Employment Committee for the Municipal Year 2021 –2022.

**2. Appointment of Vice-Chair**

**RESOLVED** that Councillor Allen be appointed Vice-Chair of the Employment Committee for the Municipal Year 2021 –2022.

**3. Appointment of Sub and Consultative Committees**

**RESOLVED** that the establishment of sub and consultative committees be agreed and the membership be appointed:

Education Employment		Local Joint Committee	Personnel Appeals Panel
Sub Committee of Employment Committee <b>(7 Councillors)</b>		Consultative Committee of Employment Committee <b>(4 Councillors)</b>	Sub Committee of Employment Committee <b>(5 Councillors)</b>
<b>Conservative (6)</b> Allen* Bhandari Leake Porter Tullett Wade**	<b>Labour (1)</b> Neil	<b>Conservative (4)</b> Allen Angell Leake* Wade	Five Councillors drawn from the Employment Committee in the first instance as follows: At least one Executive Member and one opposition Member Three other Members
<b>Non-voting Members of the Teachers Associations:</b> David Allais (UNISON) Vacancy (NASUWT) Tom Wheaton (NUT) Asia Allison (GMB)		<b>Staff side representatives:</b> David Allais (Unison) Keith Roberts (GMB) Neil Duncan-Jordan (Unison)	Members must not have had any previous involvement in the matter being considered.  Chief Executive to agree the appointments in accordance with the wishes of the political group(s)
<b>Substitute Members</b>		<b>Substitute Members</b>	<b>Substitute Members</b>
<b>Conservative (3)</b>	<b>Labour (3)</b> Brown	<b>Conservative (3)</b> Bhandari	Up to three substitutes per political group(s)

Angell Brossard Mrs Hamilton	Temperton	Porter Tullett	
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\* Chair Elect

\*\* Vice-Chair Elect

**CHAIR**



**LOCAL JOINT COMMITTEE  
10 FEBRUARY 2021  
4.00 - 5.05 PM**

**Present:**

Councillors Leake (Chairman), Allen, Angell and Wade

**Non-Voting Co-optee Present:**

David Allais, UNISON & Keith Roberts, GMB

**6. Declarations of Interests**

There were no declarations of interest.

**7. Minutes from Previous Meeting**

The minutes of the meeting held on the 8 July 2020, were approved as a correct record.

**8. Urgent Items of Business**

There were no urgent items of business.

**9. Employment Committee: Agenda and Related Matters**

**i. Health & Safety Assessment Report**

The Assistant Director: Property Services reported that it was the council's general duty to look after staff's wellbeing when working at home and in the office. This was in compliance with the Health and Safety at Work Act 1974, Health and Safety (Display Screen Equipment) Regulations 1992 (as amended in 2002). As a result of COVID 19 and the changes with working arrangements, the report summarise the results of Display Screen Equipment assessments, Home working assessments, Completion of eLearning package "Display Screen Equipment and "BAME" vulnerable group assessments which had been undertaken since end of November 2020. Since the report had been published a further 40 homeworking assessments had been undertaken.

Concerns were raised that there had been a low return rate in the People directorate, but it was thought this was a due to a large number of staff being field based, it was suggested that the report needed to show this going forward.

**ii. Pay Policy Statement 2020-21**

The Director: Resources reported that since 2012, and in accordance with the 2011 Localism Act, the Council had been required to publish an annual Pay Statement. The report was retrospective as it had already been agreed by Council.

**iii. 2<sup>nd</sup> Quarter – Wellbeing Check in Survey Results**

The Director: Resources gave an overview of the Wellbeing Check in Survey Results which was undertaken with staff in October 2020. The survey had had a good response, follow up action was planned, and another survey due to take place next month.

Concerns were raised by GMB that staff had felt the pressure to work longer hours since working from home and wondered whether enough was being done to support these staff effectively.

Paul Young, Head of HR and Contracted Services confirmed that support had been put in place for staff to help them with the change of culture and training was being provided to managers on the new leadership and management style required.

#### **iv. Homeworking Policy**

Paul Young, Head of HR and Contracted Services reported that following the increase in homeworking as a result of the pandemic, a policy to address homeworking had been produced to formalise an increase in homeworking and the procedure for requests for extended homeworking. Some contracts of employment may need to be modified to align with the new homeworking policy and any individual that could not work from home were addressed in the policy. The group were also advised that this policy was only applicable to non-school based employees.

UNISON thanked officers for allowing to participate in the forming of the policy and for being engaged from an early stage.

It was confirmed that core hours were still in place, but there was an expectation work hour may change to fit around service demands.

#### **v. Organisational Change Protocol**

Paul Young, Head of HR and Contracted Services presented a revised Organisational Change Protocol which had been reviewed as part of a wider policy review. This included consideration of salary protection arrangements currently in place and proposed changes to bring Bracknell Forest more in line with neighbouring authorities.

#### **vi. Reform of Local Government Exit Pay**

The Director: Resources gave an overview on the Government's recent introduction of a cap on Public Sector exit payments, the legislative changes already passed, the subsequent effect on discretionary compensation payments and Local Government Pension scheme regulations. The outcome of the proposals still wasn't clear, but it was hoped that once the current court cases had been heard there would be more certainty.

### **10. Matters to be Raised by Trade Unions**

No issues were raised by the Trade Unions.

To: **Employment Committee**  
**7 July 2021**

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## **Workforce and Organisational Development Strategy 2021 - 2024** **Executive Director of Resources**

### **1 Introduction**

- 1.1 This report provides an overview of the revised Workforce and Organisational Development Strategy 2021 – 2024. Whilst it is important to note that a number of the priorities will not change significantly from previous plans, there will be a stronger focus and use of data to inform decision making, policy and procedures that provide more empowerment/ flexibility to managers and a refined approach to learning and development to ensure resources are effectively targeted to need.

### **2 Supporting Information**

- 2.1 The previous HR/OD workforce plan ran through the period 2018 to 2021 and supported the priority workforce areas of the Council including manager self-service. This approach has been changed to reflect the actual position where we are working to provide person centred people managers who create the conditions for high performance innovation and growth.
- 2.2 Through a series of meetings and through feedback from management groups across the Council, a revised Workforce and Organisational Development Strategy has been developed to identify the key themes the service can support the Council over the next three-year period. From this, a set of 11 objectives have been identified – these will be covered through a presentation to the committee.
- 2.3 A Workforce Board has been established which will monitor the work activities and will ensure agility of the plan to meet business need. To ensure the learning and development resources are effectively targeted two Learning and Development Groups have been established one to cover social care, ensuring all the statutory and safeguarding training requirements are covered and the second to cover all other development needs across the Council. A skills survey has recently been undertaken to support this work.

### **3 Equalities Impact Assessment**

- 3.1 Impact assessments will be undertaken on all relevant actions arising from the Workforce and Organisational Development Strategy.

### **4 Strategic Risk Management Issues**

- 4.1 Any failure in ensuring an effective well-trained workforce could have significant impact on the Council's ability to provide both critical and statutory services for our community. This strategy plan provides the framework for the provision of a high quality, high performing workforce that will provide agility to respond to need.

Background Papers

Employment Committee – Workforce Strategy Update PowerPoint presentation

Contact for further information

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# Workforce OD Strategy

## 2021 – 2024

Developed by: HR and OD Service

# 3. Objectives

Our workforce are key to the transforming how we work, matching agile processes and systems to the delivery of our strategic ambitions directed by a diverse and inclusive workforce who have the skills, behaviours and mindsets supported by high quality people managers and inspiring leaders.

The strategy has been developed by analysing and reviewing the significant workforce and cultural insights collected over the last three years. The HR and OD team have synthesized this data and defined the following **11 objectives:**

18  
Ensure the right infrastructure and investment in the HR /OD function and skills building in increasing agility over the next 3-year period.HRO1

Ensuring that we continue to deliver a high-quality, high performing workforce who understand their contributions to the communities of Bracknell Forest. HRO2

Person centred people managers who create the conditions for high performance, innovation and growth. HRO3

Policies and procedures that enable us to be agile and empowering at every level and fit for the future.HRO4

The organisation has clear direction, values and behaviours, which are understood and adopted by everyone, at every level. They inform our decision making and activities.HRO5

There is an inclusive culture of openness, honesty and respect for individuality, diversity, and wide-ranging perspectives focused on people and relationships including across Members and Officers . HRO6

Leaders and managers role model and lead the values and behaviours - they drive a positive and supporting culture where individuality is valued and embraced. HRO7

Learning and development is recognised as a continuous cycle of improvement, ensuring everyone is invested in and supported to develop new skills and share the expertise we have. HRO8

Resourcing is agile and flexible, driven by a greater focus on outcomes, activities and results providing great opportunities for our communities where we can. HRO9

Reward and pay schemes reflect our unique needs whilst being robust, fair and transparent. HRO10

Risk is managed, understood and is balanced with greater agility. HRO11

## For our colleagues this means:



*You feel inspired to join us and excited to be part of the 'One Council Team' (Attract and Recruit)*



*You have the access to the best support, tools, opportunities and development that promote your growth and potential regardless of who you are and the role you play (Develop and Grow)*



*You feel encouraged to be your unique self, valued for your contribution and skills and recognised for your best performance (Value and Retain)*



*You help shape the future and your individual and diverse perspectives enable us deliver great things for our communities (Engage and Involve)*

# 4. HR and OD Priorities 2021 - 24



## HR Delivery and Transformation

- 1.1. Organisational change
- 1.2. Management practice
- 1.3. Health and Wellbeing
- 1.4. Pay and Reward
- 1.5. Developing the HR
- 1.6. Employee Relations



## HR Development

- 2.1. Workforce intelligence
- 2.2. Workforce planning
- 2.3. Resourcing and Recruitment
- 2.4. Policy review and development
- 2.5. Onboarding & Induction
- 2.6. Apprenticeships and Kickstart



## Organisational Development

- 3.1. Review our VVB
- 3.2. Employer Branding & EVP
- 3.3. Leadership and Management
- 3.4. Performance Appraisal
- 3.5. Succession & Talent Management
- 3.6. Organisational Design
- 3.7. Equality & Inclusion
- 3.8. Employee Engagement



## Learning and Development

- 4.1. Skills Assessment
- 4.2. Centralised L&D budget
- 4.3. Digital Learning (LMS)
- 4.4. L&D procurement & contracts
- 4.5. Performance Coaching
- 4.6. Maximising the Levy
- 4.7. Developing a learning culture



# 4. The HR / OD Operating model

- Developing our knowledge and skills across all aspects of HR & OD
- Scheduled learning and reflection shared as a team
- Accountability and performance management mechanisms allow clarity

Gather and analyse data to understand the problem at 'root cause' level

- Base decisions on the evidence and data
- Challenge assumptions
- Provide an expert and specialist assessment of the issue

Evaluate and measure against our performance framework and objectives, share learning and communicate.

Engage with the business and internal stakeholders to explore solutions

21

- More agile policies and processes
- Supporting and guiding the business (ask not tell)
- One plan for HR / OD (joined up for the customer)
- Improved internal process to manage the work in an agile manner

Deliver and commission expertise from across HR/OD in a planned and structured way, ensuring that activities are aligned to our objectives and business needs.

Plan delivering working alongside the business and other key specialists to develop medium to long term solutions

- Issues are owned in the business
- Proactive and planned with clear outcomes / outputs
- Clarify expectations
- Communicate the work we are doing and link back to the WOD strategy and objectives
- Innovation, best practice and horizon scanning

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