

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**:

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

- 1.1. 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

- 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

- 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

- 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

- 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