

HR/OD Workforce Strategy Update

November 2021

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

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 Service
- 1.6 Employee Relations



1

HR Development

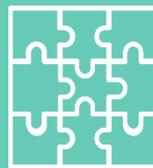
- 2.1 Workforce intelligence
- 2.2 Workforce planning
- 2.3 Resourcing and Recruitment
- 2.4 Policy review and development
- 2.5 Onboarding & Induction
- 2.6 Apprenticeships and Kickstart



2

Organisational Development

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



3

Learning and Development

- 4.1 Skills Assessment
- 4.2 Centralised L&D budget
- 4.3 Digital Learning
- 4.4 L&D Strategy and procurement
- 4.5 Performance Coaching
- 4.6 Maximising the Levy
- 4.7 Developing a learning culture



4

HR Delivery and Transformation



- Pay and Reward
 - Reducing reliance on agency spend
 - Review JE approach
 - Review branding
- HR Management Practice – sessions held targeting need (recruitment and retention)
- Health and wellbeing
- HR front door review

HR Development



- Streamline recruitment – new platform from January 2021
- Targeted recruitment campaigns – Community Care Live/Lexicon
- Policy Review
- Apprenticeships

Organisational Development

- Values and Behaviours
- Equality and Diversity
- Bracknell Forest Manager framework
- Leadership and management development



Learning and Development

- Learning and Development plan
- Skills analysis
- Mandatory and Statutory training
- Training procurement
- Budget control

