

Appendix 3 - Year 1 Action Plan

Priority 1 Recruiting & rewarding well, with flexible paths for progression

1.1 Implementing a new recruitment model to provide professional and strategic support that explores and develops innovative and modern methods of attraction and selection and ensures that managers are upskilled

- Implement new recruitment structure and operating model
- Recruit to new Recruitment Manager post
- Communicate revised charging model
- Develop final structure model in line with budget plan
- Develop service level model and recruitment data dashboard
- Delivery of bitesize recruitment training as response to 21/22 recruitment equalities data review
- Following 22/23 recruitment equalities data review, design and deliver relevant recruitment training to address key parts of process, including minimum mandatory training/e learning
- Application and selection process Review findings from the work in Adult Social Care to identify improvements in the current process.
- Review background check processes
- Further refine TribePad application process removing questions and simplifying language
- Review data on TribePad application process to produce recommendations and guidance on most inclusive application method
- Develop toolbox of approaches to recruitment including guidance on assessment centres, open days, and alternative methods to traditional application/interview process.
- Engaging applicants - re-establish job alert system so that details of potential applicants can be captured to enable marketing of both individual vacancies and key employer brand messages.
- Establish ways to ensure collaboration between recruiting managers to coordinate and communicate groups of similar vacancies to applicants (eg for manual roles, for care roles, graduate training scheme)

1.2 Developing a social media and marketing strategy that enables the Council to reach a diverse range of people and communicates what we can offer and what it's like to work here.

- Branding/ Employer of Choice - Building on work already undertaken for roles at M8 and above, introduce standard job information packs with professional look and feel for **all** roles with generic information, to include guidance for hiring managers about what they can add to sell their job.

- Marketing and Advertising - For individual vacancies Develop clear plans for the deployment and management of social media including guidance for recruiting managers on how they can use social media.
- Review approach to recruitment fairs/events. Publish a calendar of events to ensure a more strategic, efficient, and targeted approach and involvement of services as needed.
- For employer brand campaign - develop and implement a marketing strategy that seeks to raise the profile and image of the council as an employer through various routes (website, LinkedIn/Indeed/Glassdoor, social media, use of buildings, vehicles and other facilities).
- Further develop bank of images and video of staff discussing their roles and working at the council
- Redesign job description questionnaire template and develop additional support and advice for managers on writing good role descriptions

1.3 Overcoming-barriers influencing retention and low conversions from applications to selection for diverse applicants.

- Actions contained in Fair and Inclusive Action Plan

1.4 Implementing a clear process for workforce and succession planning

- Establish tools and framework for workforce planning, including single points of failure, at a local level and at a strategic level linking to directorate and service plans.
- The tools and framework will be presented to ELT for sign-off. The toolkit aligns to the directorate plans and identifies people related actions that need to be delivered under the OPS to achieve business objectives. This workforce planning is at a strategic level.
- Review workforce planning outputs to inform our next steps to respond to wider workforce issues emerging across the organisation at a local level.
- Review where we might use a Graduate Scheme
- Look at other initiatives to target under represented areas as needed.

1.5 Developing new approaches to support career paths and progression that will support retention and development of our diverse and skilled workforce.

- Develop job families as a framework to underpin career pathways.

- 1.6 Reviewing our pay and grading framework to ensure it is modern and fit for purpose
 - Identify issues with grading structure and seek strategic steer on potential solutions.
- 1.7 Reviewing and updating our package of non-pay benefits, and develop a culture where great performance is celebrated and shared
 - Develop communication plan for raising awareness of the many staff benefits provided by the Council.
 - Write plan for reviewing benefits package and researching other potential benefits for the Council to consider.
- 1.8 Developing change management processes, training and support to enable transformative change
 - Detail to be scoped

Priority 2 Great Performance supported by the right development

- 2.1 Implementing a strengthened and streamlined performance management process that supports continuous improvement, innovation and progression, with trust, support and recognition.
 - Refresh of onboarding and induction to ensure new staff and managers are equipped with the knowledge and skills needed for their roles, and ensure all mandatory training is implemented
 - Review of manager induction to ensure managers understand the expectations of managers in BHCC, and to ensure they are supported to do their best.
 - Review mandatory training / induction offer for all new starters as agreed by ELT, identify gaps and potential solutions.
 - Update mandatory training offer on LMS (largely eLearning content) including refresh of 'An introduction to Brighton & Hove City Council' eLearning with 'signposting' to recommended but no longer mandatory training.
 - Roll-out all mandatory training as agreed by ELT, and ensure monitoring arrangements are in place via the LMS (will potentially be limited by data issues with PIER still to be resolved).
 - Review of our performance management processes, and the data and feedback used to enhance leadership performance
 - Review of PDP and rated PDP process following 2023 PDP conversations, and ensure a balance between performance, support and wellbeing
 - Rollout any amendments to the process (if necessary) ahead of 2024 performance management cycle
 - Scope 360 appraisal for resource and funding implications - using prior roll-out pre-COVID to inform
 - 360 appraisal initial commissioning conversation with ELT - learning from pre-COVID experience; value, what worked well / less well

- Subject to ELT agreement, plan and deliver 360 appraisal to take place in April 2024 ensuring 360 feedback is available for end of year leadership rated reviews in 2024

2.2 Improving skills that enable staff to support customers, digital inclusion and service transformation through the development of inclusion, digital and data capabilities.

- Upskilling in new skills required to support digital inclusion, confidence and leadership and work with the Connecting You team to make best use of targeted digital training across the organisation.
- Engagement / training needs analysis of what skills are needed and where, linked to the business framework and new corporate plan and 31ten digital strategy
- Work alongside Connecting You to ensure the development is in place for immediate skills needs, with a 5 year plan to cover the core digital skills needed in the organisation
- Develop, as part of the Leadership development programme, the intervention needed to develop leadership and management digital capability and mindset
- Develop skills across the organisation to enable all staff to be digitally included, to support employee engagement and communication

2.3 Improving skills that enable staff to work in partnership with others and to co-create services.

- Work with the policy and partnership team and DMT's to understand the need for partnership skills and scope the support that is needed
- Engagement / training needs analysis (via HRBPs where possible) of what skills are needed and where, linked to the business framework and new corporate plan
- Scope support needed

2.4 Improving business focused skills that support value for money, efficiency and income generation

- Work with the finance team and DMT's to understand the need for business focused skills that support value for money, efficiency and income generation and scope the support that is needed Engagement / training needs analysis (via HRBPs where possible) of what skills are needed and where, linked to the business framework and new corporate plan
- Scope support needed.

- 2.5 Creating a leadership development programme with a refresh of leadership behaviours that supports leaders to be ambitious, transform services, innovate (inc. with digital and in line with the customer service priorities), be more inclusive, enable and empower staff, be emotionally intelligent, lead through ambiguity and work collaboratively as 'one council' and with partners.
- Review of our leadership behaviours
 - Embedding leadership behaviours in development, recruitment, PDP etc - links to 'Phase 3' below
 - Explore if we should review employee behaviours & org values
 - Future Leaders Programme (programme for SO1/2-M8 BME, white other and disabled staff to increase diversity in senior roles)
 - Phase 3 of Leadership Network Development to support leaders to transform services, innovate, enable & empower staff, lead through ambiguity and work collaboratively as 'one council'
 - Review Leadership Behaviours and compare to DMT conversation on development needs
- 2.6 Developing a clear statement describing the role of line managers in Brighton & Hove, the key accountabilities of all line managers and develop the support and frameworks available to enable managers to do their best.
- Detail to be scoped
- 2.7 Ensuring that programmes and interventions take account of the range of different working arrangements and operational needs across the council and exploring ways to ensure frontline staff can access e-learning, wellbeing support and other development opportunities.
- Looking at ways to ensure frontline staff can access development opportunities, focusing and learning from how frontline staff can access Diverse Talent development through this programme and the barriers faced
 - Engage with services, partnered with the Future Ways of Working lead, to explore opportunities and barriers to accessing development
 - Work with training & engagement officer at City Environment to build on progress made and explore ways to allow other cohorts to access development opportunities

Priority 3 A Fair & Inclusive Workplace, where everyone feels a sense of belonging

- 3.1 Working collaboratively to implement a refreshed Fair and Inclusive Action Plan that drives and delivers continued improvement in the experiences of our diverse staff groups, as well as supporting delivery of the Council's Anti-racism, Accessible City and other equalities strategies.

- Co-creation of 2023-27 FIAP and review of 22-23 progress. Engage with key stakeholders: staff networks, TUs, CEDG, CETS
- 2022-23 progress review - conduct data analysis to create workforce equalities report
- Ensure anti-racism is clearly referenced in all relevant activity following sign off at March TECC
- Agree intersectional data analysis approach and structure of reporting
- Plan and deliver comms campaign to ensure clarity for all including members
- Update FIAP as required to reflect new corporate plan
- Work with CETS, Comms and members to create cohesive messaging
- Deliver Accessible City actions (linking with FWOW)
- Use staff survey and Disability Smart framework (DSF) to support planning
- Reasonable /workplace adjustments including Microlink
- Senior recruitment project - Use findings from external review of senior recruitment commencing January to inform 23-24 activity
- Finalise senior recruitment packs
- Awareness raising re: Gender identity and sexual orientation
- Publish updated trans and non-binary policy with necessary Comms
- Commission new TNBI and sexual orientation training
- National Inclusion Week 2023 - Celebrate National Inclusion Week with a variety of events supported by our networks. This years theme is #TakeActionMake Impact.

3.5 Delivering talent programmes to under represented groups as positive action to develop a representative future workforce and leaders

- Actions in Fair & Inclusive Action Plan.

3.6 Developing our learning offer to support understanding of gender identities and sexual orientation

- Actions in Fair & Inclusive Action Plan.

3.7 Nurturing a safe environment, where staff feel confident that if they experience discrimination or bullying it will be addressed with appropriate action

- Actions in Fair & Inclusive Action Plan.

- 3.8 Embedding equalities, diversity and inclusion considerations at the heart of all culture change work and thinking, ensuring accessibility, anti-racism, gender, faith and migrant experiences are additionally considered.
- Detail to be scoped.
- 3.9 Working with our recognised Trade Unions to improve and develop a modern industrial relations environment to enable managers to work confidently with a range of staff and issues.
- Strategy to be developed over year 1, in line with new administration's direction and in collaboration with TU liaison member.
 - Providing training and support to managers and leaders to build their skills in industrial relations, and in creating an environment built on respect and where challenge is constructive

Priority 4 A safe and healthy working environment that supports wellbeing

- 4.1 Collaborating with stakeholders to assess our current wellbeing offer, to meet the needs of a diverse workforce.
- Assessing the current wellbeing offer to understand where we are now, and to build a culture of belonging
 - Review data, information & intelligence to inform future actions and development of wellbeing offer.
 - Engage with stakeholders to scope phase 2 of new wave project, using data, information & intelligence to inform approach - content review. Redesign of wave wellbeing pages to build organisational resilience, creating a self serve offer.
- 4.2 Promoting a healthy workplace by empowering staff to prioritise their wellbeing and encouraging a culture of change through managers and leaders.
- Comms & Engagement - Scope, design & deliver 23-24 monthly national health awareness campaigns/health & wellbeing comms priority focus.
 - Identify Key touch points of the employee lifecycle
 - Work with Recruitment Team to scope, design and deliver in collaboration with key stakeholders (as part of building our brand and employee value proposition, that wraps up our offer for interested future candidates & enables existing staff to easily access wellbeing support)

4.3 Developing our financial wellbeing offer, co-producing and co-delivering support with partners

- Comms & Engagement - Engage with stakeholders to scope phase 2 of new wave project, using data, information & intelligence to inform approach - content review
- Redesign of wave financial wellbeing pages to build organisational resilience, creating a self serve offer & minimising the requirement for annual review of content.
- Scope, design & deliver e-learning support scope, design & deliver in collaboration with key stakeholders (working with external training provider (Skill Boosters) to agree topics of focus).
- Establish take up of employee benefits – My Staff Shop (MSS)/Simply health etc usage rates and Identify further staff support offers that could be developed & promoted.

4.4 Reviewing and developing approach for the prevention and support of mental health.

- Assessing the Council's current mental health framework considering trauma & critical incident support
- Review our established framework - Health & Safety policy/standard/guidance, incident reporting process, risk assessment training, audit & assurance programme (based on the Health and Safety Executive Management standards approach in taking action on work-related stress that forms the Council's mental health at work plan) - Identifying gaps & making improvements
- Consider approach for critical incidents and control measures for the prevention and management of trauma, reducing the incidence & negative impact of mental ill health.
- Working with key stakeholders and L&OD to consider the provision of trauma informed reflective practice and trauma informed supervision across directorates.
- Work with Public Health - re Pan Sussex network on trauma-informed practice looking at learning and interventions.
- Comms and engagement - Engage with stakeholders to scope phase 2 of new wave project, using data, information & intelligence to inform approach - content review. Redesign of wave 'Wellbeing and support' (mental health & EAP pages) to build organisational resilience, creating a self serve offer & minimising the requirement for annual review of content.

4.5 Implementing our Health & Safety strategy to improve risk management and the safety culture of the organisation

- Delivery & oversight of Health & Safety Strategy 2023-27
- Work with Directorate Management Teams to complete Directorate Safety Plans. Commission, communicate and Support ELT & DMT's to complete IOSH Training for Executives & Directors.
- Establish risk & progress reporting for delivery of H&S Strategy through the corporate performance reporting system Camms updates .
- Policy, Standards & monitoring - Review H&S audit approach and programme .

- Produce prioritised plan for updating H&S standards and work with comms team to ensure accessibility.
- Agree mandatory H&S training and review compliance .
- Co-ordinate wave phase 2 H&S content review

Priority 5 A culture and ways of working that provide a great place to work

5.1 Developing people policies, guidance and support that will support the implementation of an Accommodation Strategy that will make efficient use of our office accommodation.

- Review and implement revised flexible working policy
- Ongoing actions as required as and when needs identified and work commissioned..
- Review and develop hybrid working guidance.

5.2 Provide the people and culture change support required as we implement new policies and ways of working, including the business framework, corporate plan and future ways of working.

- Actions To be scoped.

5.3 Improving internal communications to increase employee engagement and feeling of being valued.

- Deliver 2023 Staff Survey as a tool to understand and provide data on levels of sense of belonging and staff engagement at all levels of the organisation
- Ensure survey question set fit for purpose to gather required information and use results for support evidence of progress
- Work with HRBPs to get team mapping and headcounts as accurate as possible to get accurate results for service areas and teams
- Communications to get as high a response rate for survey completion as possible
- Staff Survey Results - communications
- Staff Survey results - action planning
- Develop internal communications development

5.4 Creating accessible documents and communications for staff and improving our processes to implement inclusive workplace adjustments

- Actions in Fair & Inclusive Action Plan.

