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| **Subject area / objective** | **Action** | **Detail** | **Timescales** | **Lead** |
| **Understanding our workforce** | Staff survey | Staff survey to be undertaken in spring 2023, based on the previous comprehensive staff survey that was carried out before Covid. | Results summer 23 | JM / SJP |
| **Developing our workforce** | Succession planning | Existing succession planning strategy to be reviewed and relaunched.  Focus should be split between a handful of roles where the level of knowledge held by an individual is business critical and not easily covered by others, and a more generic lighter touch approach through a feel for upcoming likely resourcing issues (known or unknown) due to age or shared intentions to leave. Managers need to identify areas where succession planning is required and work with the individuals to put a plan in place | Autumn 23 | JM / HR |
| Career development | Appraisal form amended to reflect that an annual discussion on career development should be documented between staff and their manager. This should form the basis of a development plan and where service is not able to meet the plan then it should be discussed with HR. | Ongoing / annual | Service Managers |
| Talent management and realising potential | Following on from career development, a focus on ‘rising stars’. Manager to look at how potential can be developed and opportunities to be explored. Where not able to meet within existing resources then HR and SLT to consider how identified development can be supported. HR to support manager in identifying what might be required and realistic. Link to corporate training programme. | Ongoing / annual | Service Managers / HR / SLT |
| Focus on growing our own | Requires identification of key roles where attracting the required skills is challenging in the current environment. Work undertaken to develop those skills in house through training and development.  Where needed, role profiles to be amended to enable that knowledge, experience, and training to be undertaken whilst continuing to maintain sufficient resource to deliver service. | Ongoing | Service Managers / HR |
| **Training and development** | Review and re-establish substantive corporate training programme | Over the last few years, much of the corporate training has become online modules or mandatory courses. A programme of in person training to be reintroduced to cover a range of corporate skills and subject areas for a range of audiences. | Ongoing programme to be established | HR and Subject Leads |
| Leadership development | DM programme at Uni of Portsmouth undertaken in 2018 and SLT before that. First Line Managers has restarted with 24 going through this year’s course. Opportunities for individuals to undertake management courses or in house development opportunities as appropriate. Corporate leadership programme to be reconsidered in future years as appropriate. | Ongoing |  |
| Review of online training platform provider | Some other Sussex councils have moved away from Learning Pool, subsequently costs to CDC are likely to rise. Review of other providers and how they can meet our needs to be undertaken. Significant piece of work as Learning Pool modules imbedded in our current training and induction processes. | Summer 2024 | HR / WT |
| Apprenticeships and Graduate scheme | Ongoing promotion of evolving apprenticeship levy funded training required. Service areas consider the use of apprentices and apprenticeship training for staff where appropriate. We have signed up to the LGA graduate trainee programme for a 2-year role to start in Autumn 2023. | Ongoing  Autumn 23 for 2 years | HR |
| **Recruitment and retention** | Review application process | Recent review of application process now allows us to accept CVs and still capture required information. | Autumn 23 | HR |
| Review induction process | Much of the induction process is undertaken as a desktop exercise with in-person ICT and H&S sessions (the latter including a welcome from an SLT member). Review of the whole process to be undertaken with a consideration of a broader general introduction to the council as well as those mandatory elements. Potential to implement forward looking appraisal as part of induction process. | Autumn 23 | HR / WT / SLT |
| Review Job profile template | Review to be undertaken with the potential to shorten and simplify the second part of the role profile template (that does not go out with the job advert) as well as improve the way that profiles and about the job / adverts are written. | Autumn 23 | HR |
| Focus on hard to fill roles or areas | County wide project group looking at several workstreams with the goal to assist local councils in recruiting into roles that are hard to fill for all. | Dec 23 | HR / SLT |
| Marketing ourselves as an employer | A workstream of the project above where CDC is potentially taking a lead to market Local Govt in WS differently to people via social media etc. HR have been working with Comms team on marketing our jobs and ourselves as an employer of choice and will continue to do so. | TBC | HR / Comms |
| Choose work and placements | Trainee and placements scheme to be reviewed | March 24 | HR |
| **Pay and rewards** | Link market supplements and recruitment incentives to current market picture | As set out in the Market Supplements Protocol, we continue to react to the labour market accordingly, whilst meeting our equal pay requirements. Existing supplements require full review every two years. | Ongoing | HR |
| Continue to review non salary employee benefits | Overall package of employee benefits are valued by staff, this should be continually reviewed and new ideas considered as appropriate. | Ongoing | HR / SLT |
| **Organisational development** | Analysis and development of culture | Initial work undertaken by CMT, staff survey to provide wider input and actions to be considered as required. | Summer 23 and ongoing | SLT |
| Review of how we are working | Since covid lockdowns, the council has embraced hybrid working for many staff. There are existing corporate expectations and requirements. These arrangements are to be evaluated and reviewed | End 2023 | JM |
| Ensure that staff are developed to work and manage in a modern and evolving environment | To ensure that the way that we work and manage is keeping pace with the evolving working environment. To be informed by the staff survey with training needs to be analysed to ensure that we have an effective and modern workforce. | Ongoing | CMT / HR |
| Review of Office Accommodation | Ongoing review of our office accommodation needs and whether we should continue to be based at EPH with a focus on staff, our customers, our public meetings and our on site partnership working. | Revisit with new Council |  |